



**CAMP TUCKAHOE**  
**NEW BIRTH OF FREEDOM COUNCIL, BSA**



**CAMP STAFF HANDBOOK**



***TUCKAHOE CAMP STAFF...  
AN ENDURING LEGACY...  
AN UNBROKEN BOND...***



***FROM THE PIONEER SEASON IN 1948...***



***TO THE EXTRAORDINARY SEASON OF 2016!***



## A WELCOME FROM THE COUNCIL DIRECTOR OF CAMPING

Welcome to the camp staff! For those of you who are new to camp staff life, what a satisfying, formative, meaningful experience awaits you! This year, we have assembled a very well-qualified, capable and committed group of Scouts, Scouters and others from across the New Birth of Freedom Council and beyond. Upon surveying this fine group of people, one should be strongly prejudiced to believe that Camp Tuckahoe's summer camping season this year will be its best camping season ever.

Last summer, our staff and allied volunteer Scouters provided excellent camping experiences. Many people remarked that last summer was our best camping season in many years. Our challenge as a staff this year is to provide a camping opportunity that even tops that. Excellence must continue to be our watchword, as we go about our duties. We have the responsibility of making the outdoor adventure The Scout Handbook promises come brilliantly alive to each boy who passes through the main entrance to the camp. If we can work together, sharing our ideas, dreams and concerns, frankly, honestly and promptly, we'll have a superlative summer, we'll meet the challenge, and the Scouts for whose benefit we were selected will grow by leaps and bounds in character, personal fitness and cooperative, participating citizenship.

Whether this season will be your first or fiftieth year in Scouting, you are about to assume a job unlike any other. This summer you'll experience challenges and rewards you could never encounter in more humdrum occupations. In fact, "job" just doesn't begin to describe what we do. "Profession" seems more appropriate, for a qualified staff member will be highly trained and proficient in specialized tasks. "Vocation" seems better still, for the best staff member displays a commitment to the high calling of service to Scouting.

This guide is to encourage excellence in that service. I hope you find it useful. While borrowed freely from many sources, this guidebook represents a major part of Scouting's philosophy of camp staff. We have incorporated other ideas I've encountered through my various efforts as a teacher, army officer, and father. Though it may not have all of the answers you might seek, it contains a lot of lessons learned since I began my staff career. I vow to continue to build on this base.

I hope that you're as excited to get started as I am. Together, we will make this summer at Camp Tuckahoe the best camping experience our Scouts will ever have.

In closing, I want to know how camp can be made a better place for working, learning and playing. While I am accountable for everything that happens at camp, I invite you to share leadership with me, regardless of your specific job assignment, in making our operation effective and efficient.

Yours in Scouting,

Todd Weidner  
Director of Camping



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# THE PURPOSE OF SUMMER CAMP

Camp Tuckahoe is many things to many people. It is a University of Scouting and of Life. It is a wilderness brimming with old memories and the promise of new adventures. For those of us lucky enough to be on staff, it is a home. But stripped of its romance, Camp Tuckahoe is first and foremost an operation of the New Birth of Freedom Council, BSA. Like every other Scout camp scattered across our nation, Camp Tuckahoe exists to further the **Mission** of the Boy Scouts of America.

It is imperative that every member of our staff understands and supports this *mission*. The National Council has elaborated on it by developing an authoritative statement of our **Aims** and **Methods**. Simply put, the *aims* tell us *what* we are to do, and the *methods* tell us *how* we are to do it.

These represent the ultimate standards by which we shall be judged, so they should influence every decision that you make. Prior to taking a course of action, ask yourself whether or not your decision conforms to the Aims and Methods of Scouting.

## THE MISSION OF THE BOY SCOUTS OF AMERICA

It is the mission of the Boy Scouts of America to *serve others* by helping to *instill values* in young people and, in other ways, to prepare them to make ethical choices during their lifetime in achieving their full potential.

The values we strive to instill are based on those found on the Scout Oath and Law.

## THE AIMS OF SCOUTING: CHARACTER, CITIZENSHIP, AND FITNESS

Boy Scouting works toward three aims. One is growth in *moral strength and character*. We may define this as what the boy is himself: his personal qualities, his values, his outlook.

A second aim is *participating citizenship*. Used broadly, this means the boy's relationship to others. He comes to learn of his obligations to other people, to the society he lives in, to the government that presides over that society.

A third aim of Boy Scouting is development of *physical, mental, and emotional fitness*. Fitness includes the body (well-tuned and healthy), the mind (able to think and solve problems), and the emotions (self-control, courage, and self-respect).

## THE METHODS OF SCOUTING

**Ideals:** The ideals of Scouting are spelled out in the Scout Oath, Law, motto, and slogan. The Scout measures himself against these ideals and continually tries to improve. The goals are high, and as he reaches for them he has some control over what he becomes. "Show Scout spirit," a requirement for each rank advancement, means living up to these ideals.

**Patrols:** The patrol method gives Scouts an experience in group living and participating citizenship. It places a certain amount of responsibility on young shoulders and teaches boys how to accept it. The patrol method allows Scouts to act in small groups where they can easily relate to each other. These small groups determine troop activities through their elected representatives.



**Outdoors:** Boy Scouting is designed to take place outdoors. It is in the outdoors that Scouts share responsibilities and learn to live with each other. It is here that the skills and activities practiced at troop meetings come alive with a purpose. Being close to nature helps Scouts gain an appreciation for God's handiwork and mankind's place in it. The outdoors is the laboratory for Scouts to learn ecology and practice conservation of nature's resources.

**Advancement:** Scouting provides a series of surmountable obstacles and steps to overcome them through the advancement method. The Scout plans his advancement and, by participating in the troop program, progresses as he overcomes each challenge. The Scout is rewarded for each achievement, which helps him gain self-confidence.

**Adult Association:** Boys learn from the example set by their adult leaders. Troop leadership may be male or female, and association with adults of high character is encouraged at this stage of a young man's development.

**Personal Growth:** As Scouts plan their activity and progress toward their goals, they experience personal growth. The Good Turn concept is a major part of the personal growth method of Scouting. Boys grow as they participate in community service projects and do Good Turns for others. There probably is no device so successful in developing a basis for personal growth as the daily Good Turn. The religious emblems program is also a large part of the personal growth method. Frequent conferences with his Scoutmaster help each Scout to determine his growth toward Scouting's aims.

**Leadership Development:** Boy Scouting encourages boys to learn and practice leadership skills. Every Scout has the opportunity to participate in both shared and total leadership situations. Understanding the concepts of leadership helps a boy accept the leadership roles of others and guides him toward the citizenship aim of Scouting.

**Uniform:** The uniform makes the Scout troop visible as a force for good and creates a positive youth image in the community. Boy Scouting is an action program, and wearing the uniform is an action that allows each Scout's commitment to the aims and purposes of Scouting. The uniform gives the Scout identity in a world brotherhood of youth who believe in the same ideals. The uniform is practical attire for Scout activities, and provides a way for Scouts to wear the badges that show what they have accomplished.

The uniform makes for brotherhood,  
since when universally adopted it covers up  
all differences of class and country.  
- Lord Robert Baden-Powell

***What business are you in?***

According to an old story, Dan Beard once invited a group of wealthy businessmen to witness the Scouting program in action. He led them on a tour of camp, and they happened to spot a boy trying to light a fire by friction. They watched as he tried repeatedly and unsuccessfully to make fire.

One businessman was troubled by what he saw. "Mr. Beard," he said, "why don't you give that boy a match? Surely he knows there are far easier ways to make a fire!"

Beard replied with a smile. "Yes, I suppose I could let him take the easy way out. And I assure you I would if I was in the business of making fires. But you see, sir, I am in the business of making men."

So, what business are you in?

Will you pursue the path of least resistance?

Do you appreciate the values that our methods will produce?



## THE SCOUT LAW AS IT PERTAINS TO CAMP STAFF

Each staff member has specific duties and responsibilities, but all staff personnel share the duties of others, whenever & wherever necessary. The principles set forth in the Scout Oath and Law are the principles that guide every endeavor and action in camp. We become the prime motivators in exemplifying this way of life.

**A SCOUT IS TRUSTWORTHY.** Through your life as a staff member you will find that trust and success go hand in hand. The camp has specific requirements outlined for its personnel. The camp director will entrust to you duties and responsibilities related to your chief assignment and also numerous additional assignments.

**A SCOUT IS LOYAL.** Loyalty to the camp and to your associates is essential to the requisites for each staff member. You should constantly be observant and concerned about matters affecting the total harmony of the camp and bring such matters to the attention of the camp director.

**A SCOUT IS HELPFUL.** It begins with an attitude of helpfulness to the newly-arrived Scout and his family. Apart from the service rendered itself, that first impression of helpfulness means so much.

**A SCOUT IS FRIENDLY.** As you pass a Scout or leader on the trail, even if you've never met before, say "Hi, Scout!" A friendly word costs nothing, yet inspires so much good will. Be a friend to all, not just a clique of staff buddies. Be a brother to every Scout in the fullest sense.

**A SCOUT IS COURTEOUS.** You represent the Boy Scouts of America as you deal with Scouts, leaders, parents, subordinate staff members and the public. Courtesy includes respect for the time of others. (Be on time always.) Above all, it means a reputation for reliability and promptness. It means giving better than a good measure in every duty and responsibility.

**A SCOUT IS KIND.** Kindness is often interpreted in its relationship to animal life. Show boys how to be thoughtful to the animals in camp. Kindness and consideration for others is perhaps of utmost importance.

**A SCOUT IS OBEDIENT.** A staff member carries out his responsibilities to completion and perfection and responds promptly to the directions of supervisors and the camp director. This does not call for unquestioning obedience, but it does call for personal trustworthiness and a loyalty to the camp.

**A SCOUT IS CHEERFUL.** A happy camp, a spirited camp, is a successful camp. Happiness is contagious, particularly in a Scout camp. No one is in a better position to promote and stimulate this attitude than you. Each staff member, regardless of position, should take it upon himself to motivate and give an outlook of cheerfulness and happiness in the minds of all. Smile!

**A SCOUT IS THRIFTY.** Each staff member should consider his responsibilities in protecting and conserving the equipment, physical property and the other resources of the camp. You are in a position to save thousands of dollars that might have to be used to replace or repair damaged property.

**A SCOUT IS BRAVE.** This summer you will be representing the largest organization for boys in the world, and you are an employee of one of the finest Scout camps in the world. You represent Scouting in all aspects.

**A SCOUT IS CLEAN.** Your personal living quarters are to be an example of cleanliness and orderliness. It is obvious that if your quarters are disorderly or dirty, campers can hardly be expected to do better. Those who have to shave will be expected to do so prior to breakfast, daily. Get a hair cut when needed, and keep your hair clean, neat, and combed.

**A SCOUT IS REVERENT.** Being faithful in his religious duties becomes of great importance to us as camp staff members because of the force our example has in molding the attitudes of those who look to us for inspiration. Staff members display a good example by attending worship services.



## YOUR PRIORITIES

Everyone has his own reason for wanting to join camp staff. Newer staff members may relish the opportunity to prove their independence or to advance in Scouting. Experienced staff members often look forward to sharing the company of their friends and “summer family.” Truly veteran staff members usually demonstrate a deep sense of commitment to the Scouting program, and a desire to contribute to its ongoing success. Whatever your personal goals may be, Camp Tuckahoe will offer you the opportunity to achieve them.

Recognize that this opportunity represents only half of a special compact, and that accepting it imposes an obligation. You have been granted the privilege of joining our summer camp staff because we believe that you have the potential to assist us in achieving our organizational goals. Together, we will deliver the promise of Scouting to thousands of campers this season.

Our success this summer will require you to properly prioritize these goals. To paraphrase the immortal words of President John F. Kennedy, a staff member should not ask what Tuckahoe can do for him, but what he can do for Tuckahoe!

In all but a few cases, of course, your goals will complement the goals of Camp Tuckahoe. By earning merit badges you will improve your skills and make yourself a more versatile instructor. By cultivating friendships you will contribute to the morale and spirit of the staff. By contributing to the Scouting movement, you will help to build a better future for our country, one boy at a time.

Unfortunately, we all know of those rare cases when staff members have pursued goals that were incompatible with our organization. Their careers tended to be short, but they caused plenty of trouble before departing.

So, before proceeding further, examine your motives for joining camp staff. Are you prepared to commit yourself to the high ideals of Scouting? Making that commitment will open the door to a summer of experiences you will neither forget nor regret.

### *I Am Third*

There once was a youth who was the pride of his high school. He was handsome and popular. He ran cross country, played football, and consistently ranked in the top of his class. In his senior year he played quarterback and led his team to the state championship. At graduation, all of his classmates kept congratulating him for being number one. But he always replied, “No, I am third.”

This young man received a full scholarship to play football at a top college. He maintained a perfect academic average while leading his team to four consecutive National Championships. At graduation, all of his teammates kept congratulating him for being number one. But he always replied, “No, I am third.”

This man signed a contract to play for the NFL. He made millions of dollars a year, drove a sports car, and lived in a mansion. He married his high-school sweetheart and started a family. He led his team to the Super Bowl and he became recognized around the world.

One day a reporter arranged an interview. One of his first questions was how it felt to be number one. But he replied according to his custom, “No, I am third.”

The reporter was astonished and demanded to know what he meant by claiming to be third. Here was a man who had achieved everything the average man could only dream of doing. Why not admit it?

The man explained himself for the first time in his entire life. “I learned this lesson as a Boy Scout,” he said. “Your first duty is to God and Country. Your second duty is to help other people at all times. Your third duty is to yourself. No man should ever be so proud or vain as to put his selfish needs first. I’ve remembered that my whole life and consider it the secret of my success.”

This story seems to have been inspired by the book *I Am Third* by Gale Sayers. In its more popular version, the expression is derived from the Great Commandment: Love God (#1) and Love Your Neighbor (#2) as Yourself (#3).



# STAFF ORGANIZATION

Every successful effort requires some level of organization, planning, and coordination. Chaos, the absence of organization, breeds failure. While experienced or lucky individuals may feel comfortable improvising or “winging it,” the odds of success diminish as the complexity of the mission increases.

Our organization, the Tuckahoe Camp Staff, consists of several components:

- **Our Mission: *What We Do and Why We're Here***  
Our mission is to provide the best Scouting experience of our campers' lives.  
While many smaller tasks contribute to this larger mission, never lose sight of it.
- **Our Leadership: *Vision, Values, and Inspiration***  
Our Council has hired the best available leadership team to run our camp.  
Trust your leaders' judgment, but recognize that they're human.  
Leaders set the standards by the examples of their lives.
- **Our Structure: *Formal and Informal***  
Our *formal structure* is the hierarchy that appears on paper.  
Camp staff has been structured in a way that allows for specialization by area.  
Our *informal structure* results from the casual relationships that develop over time.  
Be prepared to make lifelong friendships.
- **Our Environment: *Working Conditions***  
Camp Tuckahoe is one of the premier camping facilities in the entire region.  
The 2003 renovations made our facilities top notch.  
Our staff maintains an open, friendly, and ethical climate.  
Our staff culture has more influence on our success than any leader's strategy.
- **Our People: *Who We Are***  
Many people have a stake in our success: staff, campers, families, and council members.  
As a staff member, you will be both a leader and a follower, and a member of a team.

Effective organization yields the additional benefit of increased efficiency. More and better work can be completed, using less time and fewer resources, if the organization follows a sound plan. While it's not necessary for every member of the group to understand the big picture, everyone should know his role in it.

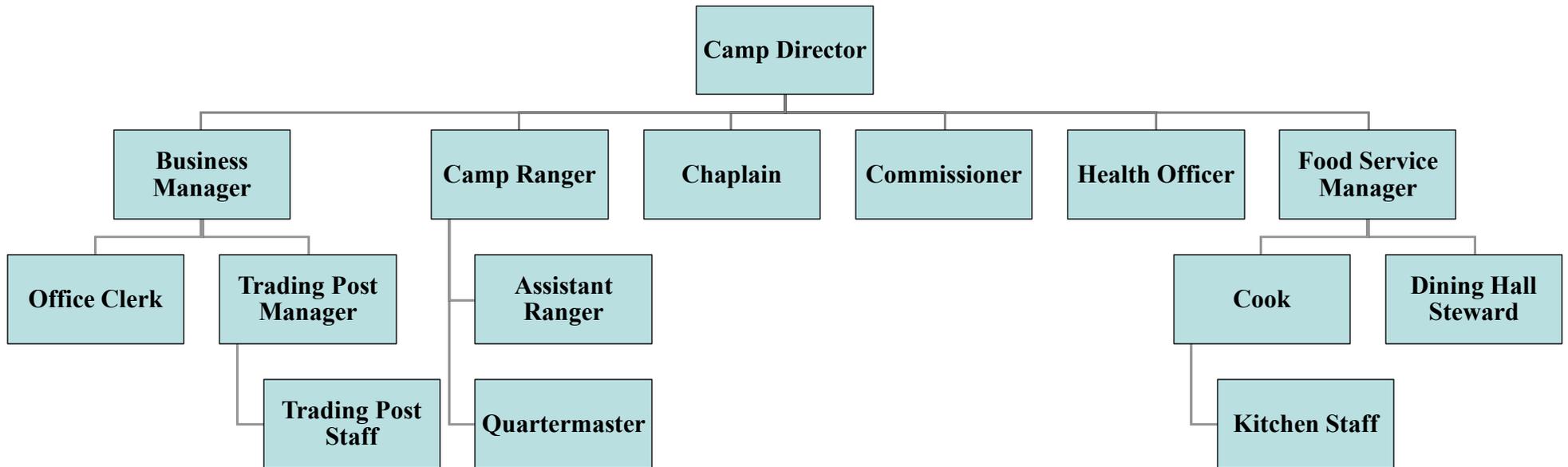
The charts that follow will allow you to find your place in the formal structure of our organization. All authority flows from the Camp Director, who answers to the Council's professional staff, and through them ultimately to the executive board. Reporting to the Camp Director are several other senior leaders: the Ranger, the Food Service Manager, the Business Manager, and the Program Director. As a member of the staff, you are expected to work through this chain of communication, not around it.

As mentioned above, this structure allows for specialization by area. This does not mean that there are no shared competencies (every staff member should be able to lead a song in the dining hall, for example). This does mean that you should be able to fill your assigned role and become an expert in it. Lord Baden-Powell, in *Scouting for Boys*, said it this way:

*We are very like bricks in a wall, we have each our place, though it may seem a small one in so big a wall. But if one brick gets rotten, or slips out of place, it begins to throw an undue strain on others, cracks appear, and the wall totters.*

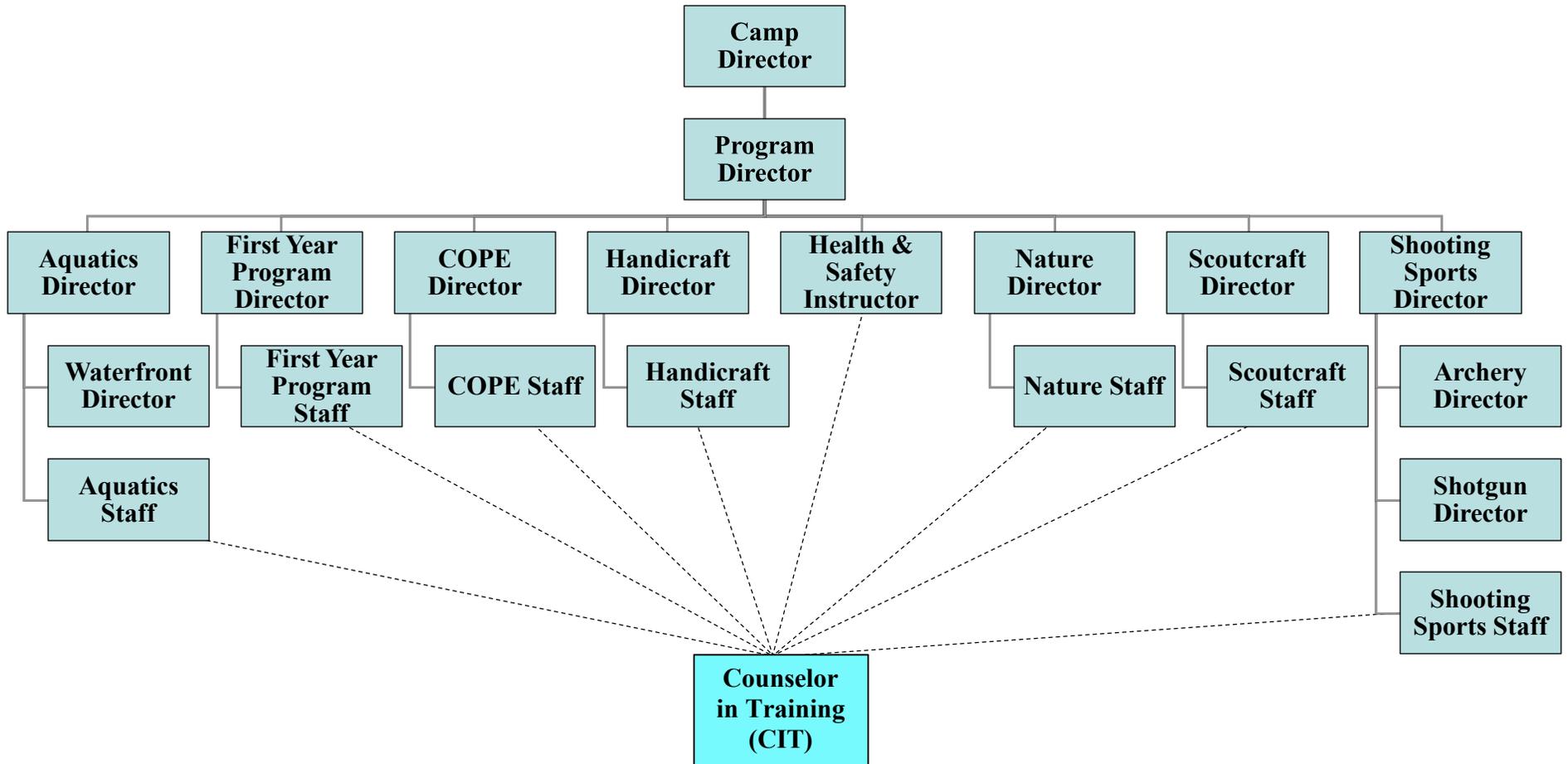


## SUPPORT STAFF ORGANIZATIONAL CHART





## PROGRAM STAFF ORGANIZATIONAL CHART





## LEADERSHIP AND MOTIVATION

As mentioned earlier, good leadership is an essential component of every organization. Leaders provide direction, set expectations, uphold standards, and inspire their followers. Being a good leader is far more than simply being the one in charge.

By now you have probably worked or observed many different leaders. You have also undoubtedly preferred some to others. While a few gifted leaders take to the role naturally, everyone has some ability to lead.

The Boy Scouts of America prides itself on its commitment to developing youth leadership. This summer will require you to develop as a leader, regardless of your position on staff. You will frequently lead groups of campers, and you may also lead projects for the staff.

### *Legitimacy*

To be effective as a leader, your followers must recognize your legitimacy, or right to rule. There are three basic sources of legitimacy. *Traditional Legitimacy* arises from social cultures and habits. For example, campers may follow you because you are older than they; our society teaches children to respect their elders. *Charismatic Legitimacy* arises from the force of your personality. Campers who like you and value your esteem will follow you to curry your favor. *Rational Legitimacy* arises from an understanding and acceptance of the authority of your position. Campers may follow you simply because they recognize you as a member of the camp staff.

Campers may “rebel” and resist following your instructions if they view your leadership as illegitimate. Do not give them any reason to do so. Preserve your traditional legitimacy by acting in a mature fashion. Do so, and you will be surprised how badly many campers over-estimate your age. Preserve your charismatic legitimacy by being friendly and fair. Preserve your rational legitimacy by acting in a professional manner. Do not abuse the authority you’ve been given.

### *Leadership Styles*

What style of leadership do you prefer? Do you enjoy being told exactly what to do? Would you rather collaborate on decisions? Does your answer change depending on which role, leader or follower, you’re trying to fill?

The best leaders understand that there is no single best style of leadership. Rather, you must be able to adapt your style to fit the situation. This can be difficult, particularly for inexperienced leaders. Some otherwise effective leaders become so comfortable in their preferred style that they become paralyzed if it does not yield the results they expect.

Molding your leadership style to fit your circumstances will dramatically improve the odds of successfully completing your mission. It will also lead to ancillary benefits, including increased morale, heightened respect, and better team cohesion.

There are four basic styles of leadership. Determine which to use by evaluating two factors: the commitment of your followers to completing your mission, and competence (ability) of your followers to do so.

### LEADERSHIP

The boss drives his men; the leader coaches them.  
 The boss depends upon authority; the leader depends on goodwill.  
 The boss inspires fear; the leader inspires enthusiasm.  
 The boss says, “I;” the leader says “We.”  
 The boss assigns the tasks; the leader sets the pace.  
 The boss says, “Get here on time;” the leader gets there ahead of time.  
 The boss fixes the blame for breakdowns; the leader fixes the breakdowns.  
 The boss knows how it is done; the leader shows how it is done.  
 The boss says, “Go;” the leader says, “Let’s go.”

The difference between a leader and a commander: almost any fool can command, can make people obey orders, if he has adequate power of punishment at his back to support him in case of refusal. It is another thing to lead, to carry men with you in a big job. – *Baden-Powell*



LEADERSHIP STYLES			
		GROUP COMPETENCE	
		<i>Low</i>	<i>High</i>
GROUP COMMITMENT	<i>Low</i>	<b>Directing:</b> A leader must find ways to motivate and teach his followers to do their job right. This style requires the leader to dictate almost every detail of the project.	<b>Supervising:</b> Highly skilled followers who do not fully support their mission or suffer from low morale will require more motivation to succeed.
	<i>High</i>	<b>Coaching:</b> In this case, followers want the project to succeed but lack the skills to make it happen. A leader will provide clear directions to compensate, or else the followers may become frustrated and lose their motivation.	<b>Delegating:</b> A leader can rely upon his followers to act appropriately with very little oversight or motivation. In this case, the leader may relate to his followers as a teammate.

*For more information on this topic, research the work of Paul Hersey and Ken Blanchard or the topic of situational leadership.*

Ultimately, the competence of your groups should improve with experience. This is one reason why staff training is so important. Recognize that you will not always be available to troubleshoot for your followers, even if you want to be. Our team will be more successful if we help everyone operate at the highest levels of ability.

The other factor, commitment, is slightly more complicated. Team members may become more committed as time goes by, or they may become lazy, selfish, burned-out, or disillusioned. Leaders can try to improve their team's commitment level by showing appreciation, by modeling enthusiasm, and by trying to motivate their followers. See below for more information on motivation.

Changes in personnel can be beneficial or detrimental to a team, as the good or bad attributes of your new recruit can spread. Even well-meaning and competent newcomers can knock a team off stride if it takes time to integrate them into a close-knit department. Remember that personnel changes can happen at any time, particularly with the assignment of Counselors in Training. That is one reason why we need to bring the entire staff together as one big team. Pride in one's department is one thing, but do not allow your departments to become too exclusive. In all likelihood, you will regret it sooner or later.

**Motivation**      *You can lead a horse to water, but you can't make him drink.*

Motivation is a fascinating aspect of leadership. Consider the quote above. You can give your team the tools, training, and opportunity to excel, but things will still go awry if your followers refuse to try. How do you make them want to succeed?

There are two basic levels of motivation. *Intrinsic Motivators* come from inside you and are shaped by your personal needs. *Extrinsic Motivators* come from the outside a person. Extrinsic motivators may take two forms: rewards and punishments ("carrots and sticks").

Leaders may find it very difficult to influence a follower's intrinsic motivation in a single summer. However, staff members should already share our Scouting values. You should reinforce that foundation by modeling your own sincere commitment to those values. The Scout Oath and Law teach a boy to do his duty, to help other people at all times, and to be loyal and obedient. Good Scouts will put their best effort into all they do, not just for expected honors or to avoid punishment, but ***because it's the right thing to do.***

As a leader, you will have an easier time with extrinsic motivators. Remember, however, that should not allow all of your directions to become transactional. Your followers should not demand to be "bribed" to do what they've already agreed, by contract, to do.



Nevertheless, we all appreciate the occasional reward for a job well done. As a leader, this is an effective way to show your appreciation and instill loyalty. You should take some care when selecting your reward, though, as a thoughtless or inappropriate choice will have no motivational effect. To be effective, you need to understand your followers' desires.

Social scientists have developed a theory of needs and desires. Some needs are more basic than others, and thus take priority. These needs can be arranged in hierarchical fashion, with the most basic needs forming the base of the pyramid.



*For more on this topic, please research the work of Abraham Maslow or the topic "Hierarchy of Needs."*

*Physiological Needs* are those things (such as food and water) that are essential for survival. *Safety* includes those things (such as law and order, or structure) which make someone feel secure. *Belonging* encompasses the need to feel accepted and loved by others (including family, friends, clubs, etc). *Esteem* refers to our need to be respected, but also to have self-respect. Finally, *Self-Actualization* refers to the need to realize our perceived potential (for example, to maximize a talent or skill).

People are willing to neglect the higher desires if their basic needs are not satisfied. Thus, someone may do something that damages their self-respect as a result of peer pressure. An otherwise ethical person may steal food if hungry enough.

As a leader, you should know your followers well enough to recognize their approximate position on this scale. What do they need that you can offer? A follower who has eaten to excess may not be motivated by a reward of food. Tuckahoe provides for everyone's physical needs and safety. As a team, everyone on staff should also feel a sense of belonging. Thus, when designing rewards, you may want to focus on esteem and self-actualization.

One suggestion may be providing a little extra "time-off" for staff members to do what they want (self-actualization) after a hard job. Programs such as the *Honor Staff Member* are designed to aid in this effort (public esteem). Do not undermine this effort by criticizing it or, for example, nominating animals or inanimate objects.

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## Negative Consequences ("punishment") as Extrinsic Motivator

Among the staff, leaders should think very carefully before inflicting punishments. Prior to considering punishment, staff leaders should discuss the situation with the Camp Director. Camp Tuckahoe will not tolerate any punishment designed to embarrass or degrade the dignity of a person. Neither would we ever support any punishment that could result in physical or emotional injury. Punishments should ultimately be rehabilitative. You've probably heard the admonition to let the punishment fit the crime. This is good advice to follow. For example, there is nothing wrong with making a staff member who is late to his duty arrive extra early to the next session.

One last admonition: never punish a group for the infractions of a single individual. This is grossly unfair. You will either drive a wedge between the members of your team that will eventually need to be repaired, or create resentment toward you. This can undermine your legitimacy as a leader, and it may be impossible to recover your previous respect.

### *Taking Initiative*

Motivated staff members should always look for ways to contribute to the management of our camp. Take the initiative to propose a new project or program, or look for ways to improve the tried and true. As a leader, take time to listen to your subordinates' suggestions. Understand that not every idea, however appealing, will be implemented immediately. With time, however, excellent ideas have a way of winning out.

It should be obvious that there are different levels of initiative, just as there are different levels of motivation. Generally, the more senior your position on staff, the more latitude you will have in implementing your ideas. This assumes that your idea will not negatively impact the programs we've promised to deliver. Use your discretion, and when in doubt, consult your supervisor.

The table below will help you to understand the level of initiative we expect of you. If you are regularly performing below these expectations, work with your supervisor to find ways to improve.

<b>STAIRCASE OF INITIATIVE</b>		
<b>Step</b>	<b>Behavior</b>	<b>Most Appropriate For:</b>
1	Wait to be told what to do.	Young Campers
2	Ask what to do.	Experienced Campers
3	Look at opportunities. Develop ideas. Recommend actions.	Junior Staff
4	Act, but closely coordinate the action with your supervisor.	Senior Staff
5	Act independently in most cases, but update your supervisor.	Area Directors



# PREPARING FOR CAMP

This guidebook was prepared to help you do a better job as a camp staff member. You will want to become familiar with the techniques, philosophies and information it presents. You will particularly want to know the camp policies, traditions, procedures and the organization and duties of the camp staff. Be sure that you are familiar with your own job description.

During the summer, you will find your guidebook invaluable as a quick reference for answering questions that arise in your own mind or may be put to you by Scouts and leaders. Just a moment of page-turning can save many steps. This reference does not have all of the answers, but it may make the search easier. This is part of its purpose.

Do not wait until May or June to begin your preparations. Reading this guidebook now is a good first step. Make sure to read also all of the Leaders Guides that we have published for the upcoming season. Stay in contact with other staff members to share information and make plans.

## ***Camp Promotion***

Returning and prospective camp staff members can be the best ambassadors and salesman for our camp. Junior staff, especially, should have more credibility among the youth we seek to serve. Senior staff may have more success relating to unit leaders.

Try to be mindful that, from the moment you signed your first contract, people have begun to associate you with Camp Tuckahoe. Feel free to seize opportunities to share your enthusiasm for our camp at Scouting functions or any other place you encounter the members of our organization.

Camp promotion should not be directed exclusively at Scouts, however. Share your enthusiasm for Scouting with friends, co-workers, and others who may not yet be affiliated with us. You never know how your present efforts may reverberate in the future!

### ***In Your Hands***

An old chieftain realized that the end of his life was near, so he began to consider the choice of his successor. He knew that his people were relying on him to select the wisest and most capable of his three sons, but he loved them equally and could not choose between them.

Then one day, the old chieftain developed a plan. He would challenge his sons to a test. If one of them could ask a question for which the chief had no right answer, then the chief would recognize that son as the wisest of all.

Each night, then, a different son took his turn. They posed riddle after riddle, but the chieftain always puzzled out the correct answer.

Then it came to pass that the youngest son thought of a trick that would ensure his selection as the next chief. "I will go and find a baby sparrow in its nest," he thought, "and take it to my father. I will cup this bird in my hands and ask, 'Father, is the baby bird that I hold alive or dead?' Should he guess that it is dead, I will open my hands and show him to be wrong. Should he guess that it still lives, I will crush it quickly and then show him to be wrong."

The youth found his baby sparrow and, hiding it in his hands, posed his question to his father.

The old chief thought long and hard before replying.

"My son, I cannot say for certain whether you will reveal the bird to be alive or dead. All I can say is that it's in your hands."

*The chieftain realized that the bird's life depended on his reply. A wise person knows that the choices we make affect our reality. Predictions seldom prove true without someone making the decision and effort to make them true. We are the authors of destiny.*



## *Preparation Timeline*

The Boy Scout Motto plans an important part in the life of our camp staff. Running a successful camp operation requires more than just three months of effort. It truly requires year-round preparation. While much of that preparation takes place at the council planning level, there are definite roles for you to play.

Here follows a basic timeline of activities to help you prepare for this summer.

July to October	Candidates for the positions of Camp Director and Program Director should apply
August to November	Candidates for area director positions should apply Camp management reviews end-of-season reports and recommendations Camp management begins planning for the following season
October to February	Candidates for junior staff positions should apply
December to January	Camp staff interviews will begin Contracts and other paperwork should be completed as soon as possible
February to March	Staff members should thoroughly review the Scout and Boy Scout Leader Guides in addition to the Staff Guide
March to April	Pre-camp meetings and training events will be scheduled Area Directors should be making plans with their assigned staff
No Later than May 1st	All official paperwork must be returned to Camp Tuckahoe See Appendix D for more information on forms The following forms must be completed: Signed Annual Staff Application ( <i>all staff</i> ) Work permit ( <i>paid minors under age 18 only</i> ) IRS Form W-4 ( <i>paid staff only</i> ) Residency Certification Local Tax ( <i>paid staff only</i> ) Form I-9 ( <i>paid staff only</i> ) Annual Health Form ( <i>all staff</i> ) Staff Passenger and Drivers Form ( <i>all staff</i> ) Code of Conduct ( <i>all staff</i> ) Mutual Staff Agreement ( <i>all staff</i> ) Direct Deposit Form ( <i>paid staff only</i> ) Three Child Abuse Clearance's ( <i>all staff</i> ) BSA Membership Registration ( <i>all staff</i> ) Staff Handbook Acknowledgement Form ( <i>all staff</i> )
April to May	Area Directors should begin preparing supply requests Staff members, with their directors' guidance, begin planning lessons Pre-Camp staff meeting may be scheduled
June	Camp staff reports for duty



## ***General Preparatory Work***

There are some obvious ways in which you should already expect to prepare for camp. Brush up on your Scouting skills. Expand your knowledge of your assigned specialty. Coordinate with your supervisor to determine which classes you will teach and familiarize yourself with their requirements. Prepare and share your lesson plans.

Do not neglect to focus on other preparatory efforts. You need to be ready, mentally and physically, for the challenges that our summer will contain. Think about yourself and identify any areas where you would like to improve.

You have often heard people offer the advice to “just be yourself.” While that may be appropriate advice in many cases, it sounds a little smug for summer camp. You will be living and working in a Scouting environment, dedicating yourself to the high ideals of Scouting. Don’t be satisfied to be yourself... take this opportunity to be a better you!

Below are some of the qualities we look for in our staff. Try to cultivate them in yourself and others.

### **Desired Staff Qualities**

#### **Mental Qualities**

Imagination  
Good judgment  
Open-mindedness  
Alertness

#### **Physical Qualities**

Good health  
Clean-cut appearance  
Vigorous performance  
Neat, proper, complete uniform

#### **Administrative Qualities**

Masters details  
Keeps accurate records  
Deals calmly with problems  
Meets deadlines  
Works within the budget

#### **Leadership Qualities**

Sets good example  
Enthusiasm  
Magnetism  
Wins the respect of others  
Maintains discipline  
Inspires confidence

#### **General Qualities**

Friendly and companionable  
Knowledgeable of safety rules  
Promotes fun in activities  
A good Scout

### **Wholesome Attitude**

Camp staff members are employed to serve campers and leaders. Cheerful service is our motto. All staff members are expected to assist willingly, whenever and wherever needed.

### **Commitment to Excellence**

Camp requires your best effort. Each staff member should strive for perfection. Good staff members learn by doing as the season progresses and stay in high gear throughout the summer. Campers who come to camp in the final days of the season should receive a top-notch experience, just as those who come during the beginning and middle of the season, though many aspects of our operation should be running even more smoothly than before in our final days together.



## **Good Physical Condition**

Good physical condition depends upon good health habits, proper eating habits, and sufficient sleep. No staff member can stay up all hours of the night and do his best the next morning. You are personally responsible for keeping physically fit and alert. If any staff member fails to satisfactorily assume this responsibility, you will have to leave camp. It is important that every staff member remain in top physical condition throughout the summer.

## **Wholesome Moral Conduct**

Moral misconduct is cause for immediate termination of contract. This applies to misconduct away from camp, as well as in camp. Thievery and other unlawful acts will not be tolerated. Exemplary conduct is expected of all camp staff.

## **Ability to Work on a Team**

Along with the specific duties outlined for each position on the staff, every staff member is expected to help carry forward the entire camping program as determined by Camp Director and Program Director. We are a staff team, and must work together as we spend the summer together, if that team is to get the job done and remain intact.

## ***Packing***

Only you can decide how much clothing and equipment you will need to get through the summer. Some general advice appears later in this guide (see *Staying at Camp: Living Arrangements*). Be mindful of the limits that cabin -living impose. In almost all cases, you will need to share your space with a tent partner. While our tents are rather secure, there will still be some exposure to the elements and insects. You are responsible for safeguarding your property - do not bring anything that would be irreplaceable if damaged, lost, or stolen. Try to bring enough uniform clothing to last a week to minimize your need to do laundry. For a general packing list, please refer to the current edition of our *Boy Scout Leaders Guide*.

One more piece of advice: it is a good idea to start with less at the beginning of the summer, then bring more equipment to camp as needed. Remember, though, that anything you bring to camp will eventually need to be brought home. You should not need to rent a moving truck!

## ***Staff Week***

Many things will take place during that roughly one-week period we refer to as "Staff Week." Everything that needs to be done to ready the camp for, including lesson planning, inventorying, staff training, program area set-up, cleaning, and campsite preparation, will be done during this period. In fact, much of the physical set-up of the camp will have to be accomplished within the first week of our time at camp.

During Staff Week, we will engage ourselves in a variety of experiences, including classroom-style training, hands-on training, campfire rehearsals, brainstorming, program area conferences, and much, much more. Staff Week will make extensive demands on your body, mind, and spirit, and so your getting sufficient sleep during this time period is imperative.

The days will start early and not wind down until late in the evening. Time will be a resource to be used sparingly and pointedly. The classroom-style training experiences will impart to you many things you need to know to be an effective, efficient staff member, and can become rather extensive in their depth.

On the same token, though, Staff Week is a time when we can get to know each other, and work on building some of those friendships that are sure to outlast the summer months. Staff Week is a working, sharing, learning and growing experience. It is one of the most exciting times of the season.



# STAYING AT CAMP

Camp Tuckahoe is more than a workplace for its staff – it’s also the place that we call home. You’re probably already wondering about the basics. Where will you live? Where will you eat? What can you wear? What can you bring along? What can you do during your free time? Answers to those questions will be fully explained so that you will know what to expect.

## LIVING ARRANGEMENTS

*Staff City*      *However so humble, there’s no place like home.*

All but a few of the senior staff will reside in the campsite known as “Staff City.” The campsite consists of twenty-four tents (arranged in six pods) and a shower house. Each tent typically accommodates two staff members for the entire summer. Returning staff members often coordinate their tent partners prior to arriving at camp, but specific tents can only be claimed after arriving at camp.

Staff tents are considerably larger and more comfortable than those assigned to campers. Each tent comes equipped with electrical outlets and an overhead florescent light. Wooden dressers are also provided for your use.

The shower house consists of a handicapped-accessible shower room, a general shower room, and a large room that can be used as a lounge. **This is the only area in camp that should be utilized as a Staff Lounge.** As with any other Scouting facility, youth protection guidelines will be strictly enforced at the shower house. Adult/youth shower times will be posted and followed.

Laundry machines are available for your use at the shower house. Staff members must not allow their laundry to remain in the machines for unnecessary periods.

The common area of the shower house adjoins our secondary parking lot. Although it may be screened for privacy by closing the bay doors, the volume of traffic passing nearby guarantees this area will be easily viewed by campers and guests. This area must be cleaned regularly to ensure that it does not become an embarrassment to our camp.

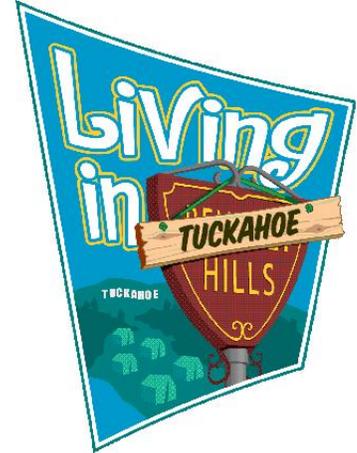
One (or more) of our senior staff members will be designated as the “Mayor of Staff City.” The mayor will assume the general responsibility to ensure that Staff City operates along the lines of a model campsite. To these ends, all camp rules (see page 27) are enforced in Staff City. **A dumpster is available in Staff City to facilitate trash removal.** Adult staff members residing in each pod will help to monitor the campsite for problems, including, but not limited to, trash, tripping hazards, and general nuisances.

Remember, however, that staff members of all ages were hired for their maturity. It is primarily an individual’s responsibility to care for himself and his living environment. As Scouts, we must also strive to be good neighbors. Failure to satisfy these basic expectations has resulted in dismissal from camp.

Vulgar and other “un-Scout-like” speech has no place in camp, even in private conversations in Staff City. Speech includes verbal speech, written words, decorations, posters, symbols, clothing, etc. Do not bring anything to camp that would violate the spirit of this guideline.

The Camp Management reserves the right to conduct searches of Staff City during reasonable hours to provide efficient service, complete repairs and improvements, conduct maintenance, guarantee fire safety, and ensure compliance with all camp, council, and BSA regulations.

Finally, Staff City is a private place reserved for our camp staff. No campers are permitted in Staff City under normal circumstances, even if a staff member would be inclined to invite them.





## The Dining Hall

Meals at Camp Tuckahoe are more than opportunities to eat. There are few other occasions for our entire camp community to gather together at one time, so your attendance is required. Only the Camp Director may authorize absences from meals.

All of our meals are served “family-style,” with up to ten individuals sitting at each table. The senior adult staff will typically sit at a table with the Program Director to coordinate camp activities. All other staff will sit with our campers through what we call the “totem system.”

Basically, each staff member must provide a totem – a small, distinctive item that represents him to the camp. Keep these items inexpensive, as they have been known to disappear or be broken. These items are displayed on a shelf near the dish-room window. Campers will be instructed by the Dining Hall Steward to retrieve the number of totems corresponding to empty places at their tables. Then, at the beginning of each meal, each staff member will find his totem and sit with his host troop.

Thus, meals become opportunities for you to interact with our campers. Be a good ambassador! Do not sit there silently, talk in a negative tone, or exhibit bad manners. Make polite conversation and try to keep the conversations centered on the Scouts as much as possible. Keep your ears open for any brewing troubles that you could report to your superiors – forestalling a minor problem before it becomes a crisis. You can also help unit leaders exert a little bit of control if things get rowdy. Be a good guest, and in some cases you may find a troop willing to adopt you for the week – a high compliment, indeed!

We recognize that meals can be a bit of a drag on the occasional staff member, particularly toward the end of summer. Staff members become friends, and who wouldn't prefer to eat with their friends? Staff members also have far greater access to other sources of food than campers. You may not want to eat our prepared supper because you plan to order pizza later. In either case, think about the unintended message you would be sending to campers. Would they perceive a staff that sits together as unfriendly, aloof, and exclusive? Would they perceive their own meals as defective?

Like it or not, you are a staff member for every waking minute of your day, and meals are no exception!

### **Uniform & Dress**     *Dress to impress and find success.*

All staff members must be properly clad in the staff uniform during working hours. This normally consists of a staff t-shirt, nametag, Scout shorts, Scout socks, a uniform belt, and proper footwear. Hats are optional, but must be approved by the Program Director. During colder weather, staff members may wish to wear coats, sweatshirts, or pants. While only official BSA pants may be worn, the Program Director may authorize staff members to wear plain, red, unlettered coats of any origin.

Working requirements may justify a change in this uniform. Aquatics and COPE staff members especially will be expected to dress appropriately for their duties. During Cub Camps, a theme-related costume that has been approved by the Program Director should be worn.

The field uniform (“Class A”) should be worn for flag-lowering ceremonies, suppers, and at other times designated by the Camp Director. Many staff members choose to purchase a Venturing uniform shirt and silver shoulder tabs to better distinguish them from campers. Staff members must also sew the official Camp Tuckahoe Staff patch on their field uniforms. The approved neckwear for camp staff is the official Staff Acorn necklace.

Swimwear should be modest. Females must wear one-piece bathing suits.

While we are willing to overlook minor uniform defects (such as a misplaced patch) we expect all of our staff members to respect the integrity of the uniform. Although you may be tempted to borrow a uniform shirt at one time or another, do not make a habit of wearing insignia for which you are not qualified. A female staff member wearing a shirt with the Eagle Scout patch would raise many eyebrows among our campers!





There can be no blending of uniform and non-uniform items. As a staff member, you may pre-order discounted uniform items from our Council prior to camp, so be prepared. You will be issued two staff t-shirts at the start of the summer, but you may purchase additional shirts to reduce the need to do laundry.

Staff members may wear non-uniform clothing during their free time provided that they remain in Staff City or leave the camp property. However, anything worn should uphold the character of Camp Tuckahoe. Due to lingering sensitivities to charges of militarism, clothing with camouflage patterns may not be worn.

### **Personal Grooming**      *Cleanliness is next to Godliness.*

All staff members must be clean and well groomed. Your hair, including facial hair, must be neatly trimmed. The long-standing Tuckahoe policy on facial hair is to “grow it on your own time.” If you report to camp without facial hair in June, you should shave daily to avoid presenting an unkempt appearance.

Summers at Tuckahoe tend to be hot and humid. You must shower frequently – at least once a day. Heavy deodorants and body sprays are not substitutes for proper hygiene.

### **Medical Services**

The Health Office will provide medical assistance 24 hours a day. Staff members needing immediate attention may radio (or telephone) for help. In the event of serious illness, we will attempt to contact a parent or legal guardian before sending junior staff members for treatment at a local medical facility. If the parent is unable to provide transport, camp leadership will.

Should you treat any non-emergency injury (such as a minor cut or scrape) yourself, inform the Health Officer at the earliest opportunity. All injuries that occur at camp must be entered in our Health Log.

Junior staff members must store all of their medications at the Health Lodge unless the Health Officer determines otherwise for medical necessity.

Senior staff members may retain their medications, provided that they can secure them under lock to prevent unauthorized access.

Recent influenza outbreaks have heightened our concern for good hygiene, and any staff member exhibiting flu-like symptoms (including high temperature, respiratory symptoms, vomiting, or diarrhea) may be sent home until his symptoms have been resolved for at least 24 hours.

Medical insurance is primarily the responsibility of the family. However, the New Birth of Freedom Council provides a council-wide sickness and accident insurance policy for staff. Families will need to submit their bills to our insurer on a claim form they will receive from the unit leader. Employees are also covered by worker compensation insurance.

The Boy Scouts of America strongly recommends certain immunizations prior to participation in camping activities. This recommendation includes the tetanus and diphtheria toxoid vaccine (within the past 10 years), measles, mumps, and rubella vaccine (since the first birthday), and trivalent oral polio vaccine (four doses since birth). If someone is unable to comply with the vaccination requirements for medical reasons, a physician’s statement to that effect should be provided.

Every staff member, youth or adult, must present a copy of a current “Annual Health and Medical Record” (Form #34605) to our Health Office. This form, which is valid for 12 months, may be downloaded from the National BSA website, <http://www.scouting.org/forms.aspx>. If you desire to keep copies of the Health Form, please make copies prior to your arrival at camp. The Health Office may need to keep your Health Forms for our permanent records, particularly if you received treatment at camp.





## PERSONAL PROPERTY

We encourage our staff members to bring items that will make their life at camp more comfortable. However, we discourage the staff from bringing anything fragile or expensive. Do plan to bring a lockable trunk or storage box for your valuables. Remember that Camp Tuckahoe is not responsible for any of your personal property that becomes lost, damaged, or stolen.

**Bicycles** Bicycles may not be ridden in camp unless as part of an authorized program. All bikes brought to camp must be kept in locked storage.

**Cell phones** Cell phones provide an important means of emergency communication, so they may be carried at all times. However, cell phones must be set to vibrate for all incoming communication. Cell phones should be kept from view when not in use. Talking, texting, or taking pictures with cell phones for personal reasons is prohibited during duty hours.

**Motor Vehicles** Staff members bringing a vehicle to camp must complete the proper vehicle form. All staff vehicles, excepting those specifically authorized by the Camp Director, must be parked in the auxiliary lot behind Staff City. Personal motor bikes, golf carts, and ATVs are not allowed.

**Personal Electronic Devices** Personal electronic devices include portable computers, cameras, electronic book readers, televisions, video games, music players, and other similar devices. These devices should be kept in Staff City unless the Camp Director or his designee authorizes their use for program support.

**Pets** Seasonal staff members may not keep pets in camp, except for pets that serve as specimens in the Nature Lodge, without the prior approval of the Camp Director.

## PRIVILEGES & BENEFITS

The richest man is the one with  
the fewest wants. – *Baden-Powell*

### *Advancement*

During our season, junior staff members may wish to work on merit badges or other award opportunities. We encourage you to do this, as summer camp is one of the best opportunities you will ever have to acquire a new skill. Not only do you benefit from the experience, but you become a more versatile staff member for camp.

There are, however, limits to what you can attempt. Your personal advancement cannot interfere with your assigned program duties. Therefore, the Program Director must approve any staff member's request to enroll in any class. In no case will any paid staff member be permitted to take more than one badge at a time. Counselors-in-training will not be permitted to take more than two badges at one time.

Staff members have more flexibility in scheduling classes than campers. You may choose to work on requirements "after hours." You may also work on a merit badge that is not generally offered at camp so long as one of the senior staff is registered and willing to counsel it. You may not, however, cut corners. Being the instructor or assistant instructor does not relieve you of the obligation to complete all of the requirements.

**Days & Time Off** Camp Tuckahoe adheres to all labor laws. The camp schedule affords each of us at least one 24-hour break every week. This so-called "Tuckahoe Weekend" is an opportunity for you to decompress from your work week and reconnect with your life outside of camp. Junior staff members (Scouts under age 18, Venture Scouts under age 21) are required to leave camp during these periods in almost all cases. Senior staff members are also expected to leave. Rare exceptions to this policy can be granted by the Camp Director. In the case of junior staff members, permission to remain will be granted only if their parents consent to it and adequate adult supervision can be recruited to supervise them.



**Deliveries** While not many area businesses are willing to make deliveries at camp, staff members do have the option of ordering items (usually pizza) from those that do. However, the Camp Director must approve any planned deliveries, which cannot be scheduled at a time that would conflict with the performance of staff duties. Staff members wishing to receive personal mail and packages at camp may use the following address:

NAME, Camp Staff  
c/o Camp Tuckahoe  
400 Tuckahoe Road  
Dillsburg, PA 17019

**Evaluations** *Good, better, best – never let it rest, ‘til your good is better, and your better is the best.*

Each of us must strive for excellence, and the camp staff evaluation is one tool we can use toward that end. Evaluations provide us with an external perspective on our performance.

Every staff member will be formally evaluated twice during the summer: mid-season and at the end of the season. These evaluations can influence future hiring decisions, but that is a secondary consideration.

You and your evaluator will lay the necessary groundwork at the beginning of the summer by establishing personalized goals. The evaluation then becomes a mechanism for checking your progress toward those goals.

**Internet** The Camp Office provides internet service, primarily as a courtesy and convenience to our adult visitors. Staff members may use this resource when time permits, but remember that our guests are our priority. The Council has developed an acceptable use policy that prohibits internet abuse. Failure to abide by that policy will result in the revocation of internet privileges or dismissal from camp.

### ***Leaving Camp During a Camping Session***

Staff members occasionally ask to leave camp to run errands, attend appointments, and so forth during the program day. We will do our best to accommodate reasonable requests for time off provided that the Camp Director receives advance notice.

Adult staff members enjoy broad privileges to leave camp at the end of their duty days, but it must be recognized that our camp must retain an adequate number of senior staff at all times in case of emergencies. The Camp Director must be informed of all such intended departures to ensure that the camp will be properly staffed. The junior staff will have opportunities during Boy Scout sessions to depart camp on one of their nights off. Junior staff will not be able to depart unless they have submitted the proper permission form signed by a parent or guardian. Vehicle operators, regardless of age, will not be able to transport any junior staff until the proper forms have been completed. Please see Appendix D for forms.

Staff members will not be released to change clothes or depart until after the evening flag ceremony has concluded. Prior to departing, staff members must sign out at the Camp Office, provide an intended itinerary, and leave an emergency contact number. Staff members will be expected to conduct themselves in accordance with all of the Scouting values when absent from camp. Junior staff members must return by 11:00 pm and sign in at the Camp Director’s cabin. Adult staff members must return by 7:00 am the following day.

Note that departure from camp is not mandatory on these nights off. Many staff members choose to save their money by remaining at camp. As one veteran staffer explained his choice, “I waited all year to get back to summer camp... why would I want to leave?”

**Paychecks** Paid staff will be paid by direct deposit twice a month. Should you be unable to work for the entire contractual period due to suspension, illness, or other reasons, your salary will be prorated to reflect the time actually worked. Paycheck deductions may be made for any damage you cause to camp property. Please refrain from discussing the amount of your paycheck with fellow staff members.



**Telephone** The camp telephone is for business and emergency use only. No one may make personal calls from this telephone unless authorized by the Camp Director. Should a family member need to contact you in the event of an emergency, the telephone number is 717-432-5232.

**Tobacco** The Boy Scouts of America **strongly discourages any tobacco use**. At Camp Tuckahoe, no one under the age of 18 may smoke or use tobacco under any circumstances. Furnishing tobacco to a minor is a serious offense. Anyone over the age of 18 who chooses to smoke may do so only in the designated area located near the Council Camping Services Office. Users are personally responsible for safeguarding their tobacco products to ensure that they cannot be accessed or observed by others. Campers and junior staff must never witness an adult staff member using a tobacco product.



**NO SMOKING**

*No boy ever began smoking because he liked it,  
but because he thought it made him look like a grown-up man.*

*As a matter of fact it generally makes him look a little ass.*

– Lord Robert Baden-Powell, Scouting for Boys

**Visitors** From time to time, your family or friends may wish to visit camp. Please coordinate the arrangements for these visits well in advance to ensure they do not interrupt your duties. The Camp Director should be informed of the anticipated visit before your guests arrive. Staff members must account for their guests' good conduct. Visitors must depart by 11:00 pm unless the Camp Director personally authorizes an overnight stay.

**STAFF RELATIONS** *The Scout Oath and Law are the basic rules of camp.*

**Personal Boundaries** Respect the personal boundaries of your fellow staff members. Respect their personal property. Do not attempt to borrow items without permission – that is stealing. Do not enter another's tent without permission – that is trespassing. Although staff members usually become quite comfortable with each other, remember that we should retain a degree of professionalism in all of our actions.

**Pranks** Though funny at times, pranks cause problems for the staff. What someone intends as a light-hearted gesture of affection can be misconstrued as animosity. A prank must never interfere with camp operation, involve hazing rituals, or pose a chance of emotional or physical injury. Pranks may never be played on campers, and campers may never become involved in the execution of pranks on other staff members.

**Quiet in Quarters** Camp Tuckahoe expects its staff members, as young adults, to demonstrate sound and mature judgment. While this means that the senior staff will not, as a rule, attempt to enforce a “bed time,” there is an expectation that all staff members will be quiet and in quarters no later than 11:00 pm. Quiet means that no noise will be heard in adjacent tents. “In quarters” means that males will be in Staff City and females will be in their assigned cabin.

**Rivalries** While individual rivalries on camp staff have been mercifully rare, rivalries between program areas can be just as troublesome. Healthy, positive competition is acceptable, but cannot be permitted to get out of hand. While we all like to think that our program area is the best in camp, we must remember that anything that divides the staff also weakens our team. No staff member may ever denigrate, insult, mock, or ridicule other staff members or program areas in front of campers.

**Romantic Relationships** Remember that Youth Protection Guidelines prohibit relationships between youth and adult leaders or other affiliated adults. Staff members who become involved in romantic relationships often become the target of undue attention and rumors within the staff, distracting everyone from their jobs and causing a miserable situation for everyone. Behaviors or displays of affection characteristic of a romantic relationship must not be visible to campers, visitors, or other staff.



**Sexual Harassment** Sexual harassment is illegal and will not be tolerated at camp. Harassing behavior can be very subtle or extremely overt, and can take many forms. Harassment includes the creation of a hostile workplace environment. Report suspected incidents of sexual harassment to the Camp Director immediately.

## CAMPER RELATIONS

### *Dealing with Criticism*

*It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.* - President Theodore Roosevelt

Our camp actively solicits feedback from campers to help us evaluate our performance. Sometimes, however, a camper may choose to vent his criticism to you personally. If you encounter this phenomenon, do not get defensive or argumentative. Accept the criticism gracefully, then report the matter to your supervisor so that it can be resolved. Sometimes critics are off-base, but they still deserve the respect due to any guest.

As a staff member, you should help our camp to recover from any negative impressions. Consider using the LEARN model of customer relations:

<b>Listen</b>	Listen to the complaint with an open mind. Practice active listening.
<b>Empathize</b>	Ensure the complainant that you understand and value his feelings.
<b>Apologize</b>	Apologize for the inconvenience, and, if appropriate, for the underlying action
<b>React</b>	Demonstrate a resolve to make things better.
<b>Now</b>	Follow through immediately.

Past experiences suggest that you will also become upset this summer. Whether frustrated with campers or other members of the staff, do not be negative in front of campers. Especially do not criticize your fellow employees, our food, facility, camp, or council. Do not disparage other Scout camps. Negativity belittles you in the eyes of our campers. Many campers would not even be aware of the problems but for your criticism. You should do nothing to spoil their experience.

### *Favoritism*

Human nature suggests that we will find some of the people we meet more appealing than others. While we can expect this to happen, we should never allow our campers to discern who among them are favorites. Not only can it make trouble for the camper among his peers, it can also create problems for the counselor. No one wants to deal with accusations of favoritism. If you wish to pursue a friendly relationship with one of our campers, do so after his camping session ends.

It is also true that we will find some personalities naturally repulsive. These feelings should be even more carefully guarded. A camper who gets on your nerves probably also alienates most of his peers, so he may be the one most in need of understanding and sympathy. The bottom line is that you must treat all of our campers with respect.

**Friendship** Experience suggests that staff members can have difficulty adjusting to campers who are friends outside of camp. They may know you from school or church, or may even be members of the same Scouting unit. The difficulty often arises from your friends' inability to recognize your authority as a member of the staff. Communicate to your friends that they cannot expect preferential treatment due to your relationship, and make sure that you uphold the normal boundaries between campers and staff (especially concerning Staff City).



### ***Hero Worship or Crushes***

Sometimes campers develop unexpectedly strong attachments to a given staff member. They may attempt to shadow him or shower him with unwanted attention. While this can cause embarrassment, at some level it could be taken as a compliment. These situations will normally resolve themselves if the staff member does nothing to encourage the behavior. In extreme cases, unit leaders can be called upon to intervene. Remember that no staff member will ever be expected to endure outrageous treatment (such as stalking or sexual harassment) from campers.

### ***Homesickness***

Scouts who come to camp may feel a sense of homesickness, especially if they are away from home for the first time. Feelings of homesickness are usually greatest during unstructured time, when a camper has nothing to distract him. Some parents exacerbate this problem when their Scouts call home by stressing how much they miss him. Typically, unit leaders will deal with homesickness, though you may encounter its symptoms during program time.

Scouts may not want to admit their true feelings, instead masking them with reports of minor illness. Understand that you should never attempt to diagnose any Scout as a “faker.” A mistake in judgment on this matter could be dangerous, and it is not a risk you should take. Let the Health Officer do his job.

Generally, our best strategy for overcoming homesickness is distraction. Get the Scout involved in camp activities! Ensure that these activities are of a kind that will yield a feeling of accomplishment and worth. Playing a competitive game and losing may leave a boy feeling more miserable than before. As time passes, continue to give the Scout some positive attention to reinforce that he is welcome at camp.

### ***Prohibited Transactions***

As a staff member, you hold a position of trust and authority over our campers. You must never use that position for personal profit. Gambling is strictly prohibited. Staff members should not attempt to sell personal property to campers, either. Never let anyone think that you might be taking advantage of the Scouts we serve. Even creating the appearance of exploiting your position in this fashion can result in your dismissal.

Some staff members enjoy trading and collecting Scouting memorabilia (such as patches). While exchanges of this kind are not prohibited, you must exercise caution. Do not accept “unequal” trades (something of great value for something of no value). It is also a good idea to ensure that the Scout’s unit leader is aware of the exchange prior to its completion.

Staff members should generally refuse gifts offered by campers. Exceptions may be made for gifts that have minimal monetary value and are purely sentimental. For example, a Cub Scout camper may draw a picture of you, or a troop may offer you one of their unit t-shirts. However, it would be unacceptable for you to allow a camper to purchase expensive items for you at the Trading Post. When in doubt about the propriety of accepting a gift, seek guidance from the Camp Director.

### ***Recruiting for Staff***

During your interactions with campers you may encounter a few exemplary Scouts. Consider doing a service for camp by recruiting qualified candidates to apply for staff. You can do this by planting the suggestion, answering questions they may have, and even making referrals to the Camp Director. Today’s best staff members were usually yesterday’s best campers!

### ***Unit Leaders***

Make it as easy as possible for unit leaders to conduct the program they need for their Scouts. Give leaders a better understanding of Scout methods of camping by proper demonstrations in our conduct and teaching. Unit leaders are a varied lot. Many will be well-trained and will therefore require little or no assistance (and may be able to show you a few tricks); others will require a great deal of patience and advice. Be sure to evaluate each situation individually, and offer your fullest cooperation and the best of your ability where needed and requested. Never take over for a unit leader; never undermine him in front of others. Work through him and with him and his other leaders in achieving desired program results.



## COUNSELING

Every member of our staff should share a concern for the well-being of his fellow Scouts. This concern will extend to any number of situations. You will help one another to deal with stress. You will share your experiences and help each other to grow from them. You may even occasionally need to help a struggling friend to “straighten out.” Counseling helps us do these things and more. These and similar situations are more common than you may realize, and informal counseling occurs on a daily basis.

Counseling opportunities generally fall into four categories: requested, developmental, disciplinary, and crisis. In the first case, someone will approach you to vent or seek advice. In the second instance, you will help a fellow staff-member to reflect on his performance and learn its lessons. In the third instance, a senior staff member may need to discipline a junior staff member for violating camp policies. As a staff member, you may find yourself participating in any of these three cases. The fourth instance, however, can be quite serious and ideally involves a counselor with professional training.

The basics of counseling are fairly straightforward, and are summarized in the following table:

<b>Counseling Fundamentals</b>	
Choose a Good Setting	Your setting should be relaxed, comfortable, and semi-private. Sitting behind a formal barrier (such as a desk) can hinder open communication.
Listen Attentively	Maintain eye contact and model positive body language. Encourage him to talk by active listening.
Understand the Situation	Listen for key facts. Be sensitive to the whole situation.
Give No Advice	Empathize and avoid rash judgments. Recognize that you cannot offer simple solutions to most dilemmas, with the possible exception of cases involving clear legal duties. It is always preferable to help the speaker reach that solution himself, however.
Summarize What is Said	This reassures the speaker that you are listening and also helps to focus things.
Get All of the Facts	Distinguish facts from opinions.
Explore Many Solutions	Encourage the speaker to think of a variety of solutions. Help him plan how to implement the best solution.

Finally, every counselor should know his or her limits. For one thing, you cannot guarantee confidentiality in all cases. You cannot refuse to act on revelations of illegal activity. Secondly, there are cases where professional counseling may be required. On that subject, if you suspect that a professional is needed, try to help the speaker reach that conclusion for himself. Suggesting such a course of action may simply prompt the speaker to withdraw to avoid being judged.

## RESILIENCY

*Trees that do not bend will not last the storm. – Ancient Proverb*

Staff members should work to foster *resiliency*, the mental trait that allows them to quickly recover or bounce back from adversity. Learn to recognize the following “thinking traps” and avoid depressing, self-destructive thoughts; you will be happier, healthier, and more successful as a result.



<b>Thinking Trap</b>	<b>Explanation</b>
Jumping to Conclusions	Making snap judgments while missing some critical information, often as a result of cognitive “short cuts” derived from past experiences ( <i>Example: That student had his head down during class, he must have stayed up all night goofing off!</i> )
Me, Me, Me	Taking the blame for everything that goes wrong Ignoring the contributions made by others (either peers or leaders) to the situation ( <i>Example: I forgot my lines in the campfire, the campers hated the whole show!</i> )
Them, Them, Them	Failing to recognize how your actions and decisions contributed to a bad situation Being quick to blame others (either peers or leaders) for everything that goes wrong ( <i>Example: I wasn't prepared for class because my director didn't deliver my supplies!</i> )
Always, Always, Always	Believing that you are powerless to influence life's outcomes Thinking that things will end poorly no matter what you do ( <i>Example: It doesn't matter what I try, the students aren't going to pay attention.</i> )
Everything, Everything, Everything	Believing that a single impression, such as an initial experience, is indicative of all subsequent events ( <i>Example: Monday morning class was a little rough, they're going to be impossible to teach this week!</i> )
Mind Reading	Thinking you can predict how others will react, or thinking you know what others know ( <i>Example: I can't ask my director for help, he'll just yell at me for being irresponsible!</i> )

So which will you be when you hit an obstacle? Will you bounce or break?



## CONFLICT RESOLUTION

Though we strive to get along, conflict seems like an inevitable element of human relations. There are five basic strategies for resolving conflicts:

<b>Dealing with Conflict</b>	
Avoiding	In this mode, participants try to ignore the underlying tension and carry on as best they can. While this may seem to work for a time, no one's needs will be satisfied and the conflict will usually grow worse over time.
Accommodating	In this mode, one participant will sacrifice his own needs so that another person's needs will be met. This usually results in resentment and breeds future problems.
Competing	Participants view the conflict as a “zero-sum” game. Each insists on satisfying his own needs without regard to the other's.
Compromising	Participants agree to sacrifice some of their needs to satisfy some of the other's. By prioritizing those needs, participants can accept outcomes that provide most of what they considered the most important.
Collaborating	Participants work together to identify novel solutions to the conflict that can satisfy all of the competing needs.

As a staff, strive to reach collaborative resolutions. Failing that, seek compromise.



## SUMMER CAMP RULES AND POLICIES

Camp Tuckahoe has adopted some common-sense standards for the conduct of all campers, visitors, and staff. Following these rules will help everyone to enjoy their stay at camp and avoid conflict with other campers.

Scouts must uphold all tenets of the Scout Oath and Law. Violations of BSA policies or the following rules may result in the dismissal of individual campers or groups from camp property. Campers are responsible for any damages they cause to camp property.

1. Campers must report all accidents, injuries, or lost persons to the Camp Staff immediately.
2. Vehicles and trailers may be parked only in areas approved by the Camp Director.
3. Golf carts and vehicles may not be used in camp. The Camp Director can approve exceptions to this rule to accommodate campers with disabilities or for program support.
4. The speed limit in camp is 10 mph. Drivers may not transport passengers in truck beds.
5. Units leaving camp for day trips or hiking must inform the Camp Director of their trip plans.
6. The Camp Staff must inspect each campsite or cabin and approve its condition before its occupants depart.
7. Campers must either deposit their trash in the dumpster or take it with them when they depart.
8. Music and other sounds should not be heard beyond a campsite or cabin. Campers should remain quiet between 10 pm and 7 am.
9. Campers may build fires in existing campfire rings only. Fires must be attended at all times.
10. No firewood may be brought into camp from other locations. Campers may not cut any living or standing trees. The Camp Director must approve the use of all power tools.
11. Campers are not permitted to capture or hunt any animals in camp. Firearms are forbidden.
12. Do not disable any smoke alarms. Do not move or remove any mattresses or cots from the cabins.
13. Smoking in camp is prohibited except in the designated smoking area. Only adults may smoke.
14. At least two adult leaders must be present to supervise campers at all times.
15. All campers must travel with a buddy. Adults must accompany campers younger than 11, but no adult should ever be alone with a youth other than his or her son.
16. Alcoholic beverages, fireworks, portable generators, and electric or liquid fuel heaters are forbidden.
17. Secure all valuables. The camp is not responsible for any lost or stolen property.
18. Campers may not bring pets to camp. Visitors' pets are restricted to the parking lot and not allowed in camp without the Camp Director's permission.
19. Campers must avoid maintenance areas, storage facilities, and construction sites.
20. Campers must follow all PA Fish Commission rules.



# WORKING AT CAMP

A camp is a roomy place, but there is no room in it for one chap, and that is the fellow who does not want to take his share in the many little odd jobs that have to be done. There is no room for the shirker or the grumbler. – *Baden-Powell*

Unlike many other Council camps, Camp Tuckahoe operates as both a Cub Scout and a Boy Scout camp. This will require you, our staff, to be highly flexible and adaptive to different demands.

## CUB SCOUT OPERATIONS

The first sessions of our summer will be dedicated to our younger campers, the Cub Scouts and Webelos. Do not make the mistake of thinking that these boys are just “miniature Boy Scouts.” Instead, recognize these campers for what makes them distinct.

While all boys mature differently, there are generalizations one can make about working with these age groups. In fact, the National Council has produced an enlightening video entitled “Ages and Stages” to help orient you to them. We will review this and other authorities on the subject during our staff training, so for now a few comments will suffice to help you understand our operation.

### *Camp Themes*

Generally, our youngest campers will be the most imaginative and the ready to “suspend their disbelief” when exposed to elements of our program themes. These themes have proven so suitable and useful to Cub Scout camping that the National Council requires their use.

Tuckahoe adopted a cycle of four themes when the Cub World was constructed in 2003. With four themes, each Cub Scout should experience each just once prior to crossing over into Boy Scouts. The four themes are listed below:

YEAR	THEME	CORRESPONDING CUB WORLD AREA(S)
2015	Wild West	Fort and Teepee Village
2016	Knights of the Round Table	Castle
2017	Pirates	Pirate Ship
2018	Safari	Nature Tree House

As you can see, the themes build on the facilities present in Cub World, but facilities and decorations alone do not inspire a boy’s imagination. For that, we build a narrative into the theme.

### *Plot Narratives*

Poor Tuckahoe... since 2003 it has been routinely threatened by bandits, invaded by barbarians, imperiled by evil geniuses seeking long-lost treasures... you get the idea. Luckily for all of us, our campers manage to defeat these villains and save us every time.

It would be an interesting study to find out why each boy who is a Scout first joined the Scouts. It would also be equally interesting to ascertain why each ex-Scout left the Scouts. My own conclusion is briefly this: want of adventure brought the boy in, lack of adventure took him out. – *Baden-Powell*



Although the particulars of the story will change each season, the basic formula remains the same. Tuckahoe and the campers represent the forces of good. A select number of the staff portrays villains, but clumsy, oafish, silly, cartoonish, and non-threatening ones. We are not trying to scare our campers! By staying true to the lessons of Scouting and by completing their skill-based training, the campers always manage to come out on top.

This is an encouraging lesson for the boys to learn, and the moral is not lost on them or their parents. Our delivery method is more effective than a sermon at this age. The boys' natural play instincts tend toward imagination. We cultivate that and they become invested in the outcome of our play. Do not scoff at the value of this teaching tool because you are "too old."

You can enhance the program further by developing specific approaches appropriate to your program area. Simply renaming conventional items is one simple technique (for example, a cowboy will refer to a passing truck as a "horseless carriage"). Repurposing routine activities is another (instead of lashing a pioneering tower, one intrepid safari hunter was working on an "elephant trap"). Presenting authentic historical experiences (such as preparing period food at a cooking demonstration) may be the most advanced, but there are others you could devise.

### ***Character & Costume***

Every staff member primarily assigned to a program area, and those who routinely interact with campers, should acquire a costume that fits the theme. If possible, try to coordinate your costume selection with your supervisor. The theme becomes more interesting with diverse characters... a camp full of cowboys lacks the intrigue of a camp full of cowboys, Native Americans, railroad engineers, mountain men, prospectors, etc.

Exercise good judgment and taste when preparing your costumes. Costumes must be durable enough to withstand heavy use and frequent cleaning or they will become unacceptably ragged. Costumes must be identifiable as such – simply wearing jeans and a t-shirt probably won't pass muster. Remember that the costume will need to be worn during hot weather. Finally, try to avoid incorporating anything that could be used as a weapon. These props tend to create problems when mischievous campers attempt to handle them. Prop weapons must remain sheathed or holstered at all times when interacting with campers. Remember that Scouts will emulate your behavior, so do not give them an excuse to fight each other with improvised weapons.

Historically, the most successful Cub Camp staff members have gone beyond the minimum requirement of wearing a costume. They take the extra step of developing and portraying a character. Create an alias, develop a new personal history, affect a funny accent, and the boys will clamor for opportunities to interact with you. You might think that this would distract from your teaching, but the opposite often seems to be true. The boys are more likely to hang on your every word, because they can't stand to miss anything the outrageous character might do or say.

***Program Areas*** While many program areas will be the same for both Cub and Boy Scout sessions, there are several changes. COPE, Shotgun, and Buffalo Braves staff will be reassigned as needed to cover the necessary Cub Scout stations. Please refer to the Leaders Guide for more information about our planned stations.

## **BOY SCOUT OPERATIONS**

If you are like most of our staff members, you were affiliated with Boy Scout troops immediately prior to joining camp staff. Orienting the staff toward these operations becomes correspondingly easier.

***Program Areas*** We offer merit badges through departments known as "program areas." For Boy Scouts, however, this term can be misleading. A single department may hold classes in multiple areas, and some classes will meet in different places on different days. Please refer to the current Boy Scout Leaders Guide for more information about our planned areas.



## ***Blue Cards & Tracking Sheets***

Officially known as Merit Badge Applications, universally referenced as “Blue Cards” (even when printed in other colors), these are an extremely important part of our job. Be attentive to them early and often! Do not wait until Friday evening to begin sorting and completing the counselor’s record.

Scouts should bring a blue card, signed by his Scoutmaster, to the first meeting of your class. Do not try to expel a student until he delivers one – that extreme policy causes far more problems than it solves. Store them in an orderly fashion in a place where they will be protected from the elements. Update them at least several times during the week. Finally, on Friday afternoon, go through them all. Sign those cards belonging to students who have finished the badge, or, if you are not yet at least 18, have your director sign them. Properly create a record of partial completion for those who haven’t. A “partial” is properly created by attesting to those requirements that have been finished. We will review this procedure during Staff Week.

What should a counselor do if a student comes to class with a partial? The National Policy on partials declares that there is no time limit for completion. Basically, anyone who previously finished some (but not all) of the requirements for a merit badge may receive credit for that work so long as he can convince his counselor that he remains knowledgeable about those requirements.

Tracking Sheets are our official record of your class. These absolutely must be updated on a daily basis, and they must be easily intelligible to others. When blue cards are lost, the tracking sheet is the only document that allows us to recreate them. Sometimes years will pass before someone calls for clarification. Our year-round staff must be able to interpret your records.

## **ADDITIONAL DUTIES**

When you applied to work at Tuckahoe, you probably sought a specific position in a program area, the kitchen, trading post, or office. Most of your camp staff duties will revolve around the requirements of those positions, but it is important to remember that our camp operations impose additional obligations on the staff.

### ***Campfires***

Perhaps the most fun of all additional duties is performing in our campfires. Our staff will produce two different campfire programs for each session. It’s hard to overstate the importance of these campfires! The opening campfire sets the tone for the entire session, while the closing campfire forms a final impression. These are the two best opportunities to directly impress visitors and parents.

The Program Director generally leads in developing and directing these productions, but every staff member should strive to contribute his best ideas. Planning typically begins long before the camp staff reports in June. Staff members usually work within their program departments to perfect their songs, skits, stories, and cheers. Props and costumes can be gathered year-round.

It is important to remember that, while obviously entertaining, campfires should also serve the Aims of Scouting just as much as our other efforts. Every skit performed, every joke delivered, and every song sung should uphold the character of our organization.



Inexperienced staff members may struggle with this concept, but the National Council has provided guidance by designating certain topics as “Gray Areas.” The gray areas are not necessarily forbidden, but they help us to identify areas where careful judgment must be exercised.

<b>GRAY AREAS</b>	
<i>Topic</i>	<i>Discussion</i>
Underwear	The BSA takes a strong stand for Youth Protection from sexual exploitation and abuse. Depicting nearly nude Scouts offends the natural modesty of most adolescents. Many underwear jokes portray uncleanness.
Water	Unsuspecting participants, when doused with water, become victims. May cause physical or emotional injury and damage clothing or equipment. Water should not imply bodily functions (urination, etc.).
Toilet Paper	Toilet Humor appeals to the lowest common denominator and easily offends.
Inside Jokes	We should perform to entertain our guests. Inside jokes are generally only appreciated by those on the inside (staff). The audience will feel ignored and grow bored.
Alcohol/Intoxication	Substance abuse is a serious problem that may have impacted anyone in our audience. We must never glamorize illegal and destructive behaviors. People struggling with these problems will not be helped by our ridicule.
Cross Gender Impersonation	Crass portrayals of the opposite sex are disrespectful. This may embarrass audience members adjusting to their own sexuality. This may be perceived as sexual harassment (hostile work environment).
Partisan Politics	The BSA encourages participatory citizenship, but partisan jokes don’t belong in our program.

During Webelos and Boy Scout sessions, campers organize and conduct their own campfires. Unfortunately, some units fail to demonstrate good judgment and sensitivity to gray areas. The senior staff may deem it necessary to interrupt a performance to uphold the camp’s integrity. This should not be done in a way that humiliates the offending unit. A common strategy is to call a “Tree Count,” during which staff members hijack the stage by rushing forward and loudly counting visible trees. The Program Director may then quietly shepherd the errant Scouts from the stage and explain the situation. In the most egregious cases, the Program Director may need to address the issue to the entire assembly. Do not dwell on the infraction longer than necessary, though - the show should go on!

**Camp-wide Programs** There are several camp-wide programs that require significant staff support. These include camp-wide games, water carnivals, and the like. All staff members, regardless of program area, will have duty stations assigned to them for these events. Remember, the staff is a team that rises or falls as one! Expecting the Aquatics Staff to handle an entire Water Carnival would be selfish. The campers expect to see us having fun at these events along with them.

**Flag Ceremonies** We conduct flag ceremonies twice a day, and all staff members must attend these ceremonies unless prevented by other duties. The staff will assemble outside the Camp Office approximately 15 minutes prior to the ceremony and then march to it. The Program Director typically conducts these ceremonies, though other staff members may contribute by bugling or serving on the color guard.

**Night Clerk** Visitors to camp need to be greeted and assisted at all hours of the day. Our office clerk will perform these duties during regular office hours, but other junior staff members will be tasked with doing so during evening hours. Duties tend to be light – you will answer phones, sweep the office, issue wrist bands to visiting adults, and perform other duties as defined by the Camp Director. Night Clerk duty lasts from around 5:00 pm to 9:00 pm.



**Officer of the Day** Senior staff members may be tasked with this duty, which supports the Night Clerk in case bigger issues arise. Unlike the Night Clerk, Officers of the Day are not bound to remain at the Camp Office for the entire evening, but they must remain in contact with it.

**Site Guiding** The Site Guide inspects his assigned campsite and attempts to remedy any defects before the units arrive. He then greets the unit and escorts the unit leaders on an inspection tour. Your performance at this stage can help to shape the unit's opinion of the entire staff. Be energetic, confident, and engaging! Any defects in the campsite that could not be instantly remedied should be reported immediately to the Camp Office. Guides then inspect the sites again at the end of each session. Your diligence ensures that units are held responsible for any damage that they caused.

**Tour Guiding** Staff members conduct tours of camp on the first evening of every Boy Scout session. These tours can be extremely helpful to the many new Scouts and out-of-council units that visit us each summer. Be prepared to identify all of the program areas, campsites, facilities, and other points of interest.

**Work Crew** A great many projects must be completed to prepare and then close our camp. Recently, our staff has taken to referring to these projects as "work crew." Typical projects include dropping and drying canvas tents, patching potholes, painting, landscaping, and so forth. Everyone should be prepared to perform this physical labor whenever necessary, but especially during Staff Weeks. This may mean bringing work clothes and gloves. Under no circumstances will junior staff be tasked with: roofing, demolition, electrical work on scaffolding or ladders, window cleaning above ground level, or operating power-driven slicing machines or mixers. The *Guide to Safe Scouting* will always be followed.

## CAMP SECURITY

Throughout its history, Camp Tuckahoe has always been a safe and welcoming environment. We must, however, recognize that Scouts and Scouting could be attractive targets to people of ill will. Therefore, the New Birth of Freedom Council has developed a number of safety precautions that will be enforced this summer.

**All visitors must stop at the Camp Office upon arriving and prior to leaving.** Visitors will be asked to sign our Guests Log and wear wristbands for identification. **Adult campers will be asked to wear distinctive wristbands during their stay.** Should you see a visitor without a wristband, you and a buddy should escort him or her to the office. Should the visitor act strangely or resist, notify the Camp Director immediately. Camp program will continue unless the Camp Director determines it is necessary to call an emergency assembly. If so, the alarm will sound, and the staff will implement the necessary emergency procedures.

**Any camper, youth or adult, that leaves camp for any reason prior to the session's end must notify the Camp Office and sign out.** This will enable us to account for all of our campers, especially if someone is reported lost or missing.

**No Scout may leave camp prior to the session's end without the signed release of his parent or guardian.** This applies to staff as well as campers. Additionally, a unit leader must be with the Scout at the time of his release. Provide advance notice to the Camp Office of any plans for the early release of a Scout.

**Directors must be able to account for their staff members at all times while in camp.**



# EMERGENCY RESPONSE PLANS

## *General instructions for any emergency*

1. **Notify the Health Lodge and Camp Office.** If the **Camp Director** is not readily at hand, notify the **Program Director**. One of these persons will take charge and execute the appropriate emergency procedures.
2. **If the camp siren sounds, cease all program activities immediately.** All campers should report to the campfire area (or Dining Hall after dark and or in the case of severe weather) where designated staff and unit leaders will take roll. All other staff must report to the Camp Office for further instructions.
3. If the emergency is a medical emergency, do not delay in notifying the **Health Officer** for any reason.

## *Lost Camper*

1. If a unit leader believes a camper to be missing, the leader accounts for all of his unit members and asks the boys as well as the adults where the camper might be and/or was last seen. The Scout's campsite is physically searched for the lost camper, including all tents in the site and the latrine. The leader reviews the missing Scout's schedule.
2. The unit leader notifies the Camp office about the missing Scout and reviews the Scout's schedule with the Camp Director. The Camp Director contacts all area directors to determine in what area of camp the missing camper was last seen. Unoccupied campsites are checked in the same manner.
3. Based on the information above, the Camp Director organizes other search measures as he deems necessary, based on the time of day, the age and experience of the camper, the length of the camper's absence, any conflicts and personal health issues that are known about the missing camper.
4. Searchers, designated by the Camp Director, may be sent by twos or threes into each zone of the camp. Field searchers will equip themselves with water, and proper gear based on weather and time of day. All field searches start and end at the Camp Office Building. No one starts a field search without the permission of the Camp Director. All field searches will end upon hearing three cannon blasts.
5. If the lost camper is not found, the camp director notifies the Scout Executive, Local Authorities and parents.

## *High water/flood*

Affected campsites and program areas will be relocated to higher ground. Leaders and camp staff will instruct Scouts to keep away from swollen streams and the lake. Staff members will be assigned to periodically monitor affected areas overnight and to report any worsening conditions to the Camp Director immediately.



## ***Severe Lightning Storms and High Winds***

Storms of violent wind, rain, lightning and hail may occur during camp. Warnings may be received through radio broadcasts, telephone calls and through apparent atmospheric conditions. The Camp Director closes all program areas, and campers are sent to the Dining Hall (or alternate safe building). Program area staff members collect and secure materials that could be damaged by the storm, to the extent practicable and safe. After campers are assembled in the Dining Hall, and unit leaders will account for their Scouts. The Camp Director will allow normal activity to resume when each unit has reported all persons are accounted for and all areas are safe for operation.

## ***Fire***

1. Report fire to the Camp Director or Camp Office immediately. If there is a small fire in your campsite, try to put it out or control it with fire buckets, water hose and shovel. If a tent is on fire, move everyone away.
2. If a structure is involved or there is a serious fire, the Camp Director will contact a fire company. No campers will fight any structure fires.
3. Only Staff Members and Adults directed by the Camp Director or Ranger will fight a fire until relieved by regular firefighters.
4. If it is a large fire, the Camp Director will sound the camp alarm. Troops assemble at the Campfire Circle. Should the Campfire Circle be involved in the fire, or near it, the secondary assembly location would be the boat dock area. Only the swamp trail should be used in walking to the lake. Keep the roadway clear for incoming fire equipment. The pack leader accounts for all Scouts and reports any unaccounted campers by name. The Camp Director will give further instructions regarding any additional evacuation after roll call is complete.
5. No cars in the parking lots are to be moved until directed. Moving cars may block arrival of emergency equipment. Moving campers into parking lots may put them in danger of being hit by approaching fire equipment. Leaders will be told when to move vehicles and where to pick up campers by the Camp Director.

## ***Earthquake***

Report any tremor or earthquake felt to the Camp Office. Instruct everyone you encounter to get out of the woods, out of any buildings and into an open area, preferably the Athletic Field. All packs report to the center of the Athletic Field. Campers are instructed to stay out of the woods, to stay away from trees and any other objects that could fall, and to stay out of buildings until informed otherwise.

## ***Hazardous Chemical Spills***

Notify the Camp Office or the Health Lodge immediately if a suspicious substance is observed. Keep all persons—staff, visitors, campers and otherwise—at least 500 feet away from the affected area. Determine if anyone has been exposed to the chemical in any way through external contact, breathing, or ingestion and notify the Health Lodge. Without endangering anyone's health, attempt to determine what was spilled. Evacuate all nearby buildings and campsites. The Camp Director will activate the emergency system. He will request a hazardous materials team, plus an ambulance if anyone has been exposed or is suspected of having been exposed to the chemical.



## ***Mass Sickness***

The Camp Director notifies the Camp Physician. If the Camp Physician is unavailable, the Department of Health is notified. The Camp Director notifies the Scout Executive. If more space for care is needed, the Camp Director sends all sick campers to the Historic Dining Hall for care. Leaders are instructed to keep sick persons separated from apparently healthy ones. If a contagious disease is suspected, the Camp Director quarantines the entire camp and follows all directions of the Camp Physician and Department of Health.

## ***Minor Accident or Medical Emergency***

The first actions are to resuscitate the victim and to control the bleeding, in that order of priority, as necessary, and to ***immediately*** send a messenger to the Health Lodge and then to the Camp Office. If there are no suspected fractures or head or spinal trauma, the victim is taken to the Health Lodge. Otherwise, the victim must remain still unless he is in imminent danger of further injury. If an accident resulted from a specific hazard, the hazard will either be removed or marked, and campers will be cautioned about it. If an accident resulted from carelessness, campers will be cautioned lest it happens to them, but in such a way as to cause as little embarrassment as possible to the victim.

## ***Serious Accident/Injury or Fatality in Camp***

**Protect your own personal safety first.**

Provide care to the injured camper, send help to call 911 and contact the Health Lodge and the Camp Office. Leaders make a list of names of everyone in the area and send them to the Camp Office to give a written statement of what they saw happen. The Camp Director or Scout Executive assembles all facts as quickly as possible and verifies them from reliable sources. Media contacts are handled only through the Scout Executive. Official statements made during the emergency are circulated to all staff members. Staff members and key volunteers are kept fully informed of the Scout Executive's statement. The Camp Chaplain provides counseling as needed and additional counselors are located to support the needs of the camp. A meeting is held to inform leaders and to give additional directions on communicating with parents of the campers. We would ask that no one makes any comments concerning the situation until all facts are known to be true, at the risk of repeating wrong information.

## ***Family Emergency***

The Camp Office is notified of a family emergency. The Camp Director informs the Troop Leaders about the family emergency. A family member comes to camp to inform the Scout. The Camp Chaplain is notified of the circumstances and made available if requested.

## ***Health & Safety Limitations***

During high humidity or temperatures, all hikers and other participants in strenuous physical activities will be warned not to overexert themselves and to refrain from activity for a period of time to regain strength if weakness is felt. The Camp Director will be aware of National Oceanographic and Atmospheric Administration forecasts. If smog occurs, activities which cause heavy breathing should be curtailed. There will be no swimming, boating, canoeing, archery, rifle shooting or orienteering during lightning storms. Wait 20 minutes after hearing thunder, and 30 minutes after seeing lightning before resuming such activities.



## YOUTH PROTECTION GUIDELINES

Summer camp is an important part of the program of the Boy Scouts of America. It is in the camp atmosphere and in the outdoor program that the character building and citizenship purposes of the Scouting program are best taught.

Members of the Boy Scouts of America come from all kinds of backgrounds, and they bring their experiences to camp with them. In meeting your leadership responsibilities, you may be confronted with situations that are alien to your experience. You may be unsure how to resolve them. Child abuse is one such situation, and regardless of your background, you are responsible for the physical and emotional safety of those in your care.

Be a source of strength and help to the Scouts entrusted to your care.

ALL STAFF ARE REQUIRED TO TAKE THE BSA “BSA YOUTH PROTECTION TRAINING,” AND RECOGNIZING AND REPORTING CHILD ABUSE BOTH OF WHICH ARE NOW AVAILABLE ONLINE.

### ***Reporting child abuse and sexual exploitation***

Child abuse is a crime against youth. It is the responsibility of each staff member and adult to identify the reporting requirements in the state in which the camp operates. If you suspect that a child in camp is a victim of child abuse, you must notify the Camp Director and file a report with Child Protective Services. The Camp Director will discuss your suspicions with you and possibly talk to the child to quickly protect the child’s safety. In Pennsylvania, persons with knowledge of suspected child abuse are required to report the case to the child Protective Services Agency. Failure to report such knowledge carries criminal penalties. All states provide immunity from prosecution for reporting suspected child abuse in good faith. Your Camp Director will be able to help you and explain these responsibilities to you.

### ***Detecting sexual molestation***

Some forms of abuse may not leave obvious physical evidence. There are, however, behavioral signs that may indicate abuse. This is especially true of children who have been sexually molested. You should be alert to these signs of sexual abuse. They could include:

Changes in behavior, extreme mood swings, withdrawal, fearfulness, excessive crying, bed-wetting, nightmares, fear of going to bed or other sleep disturbances, inappropriate sexual activity, showing an unusual or age-inappropriate interest in or knowledge of sexual matters, regression to infantile behavior or a fear of certain people, places or activities—especially being alone with certain people, pain, itching, bleeding, fluid or rawness in the private areas should be attended to by a physician.

You should note that some of these behaviors might have other explanations. A child who comes to summer camp or another outdoor activity is coming to an unfamiliar environment and may experience homesickness or anxieties that can lead to behaviors similar to the signs of sexual molestation. Do not simply discount the behavior as homesickness, however. Immediately bring his symptoms to the attention of the Camp Director or Health Officer. Even if the child's behavior is a result of homesickness, his outdoor experience can be much more enjoyable if the cause of the distress is addressed. You are in a position to be a real help to the youth placed in your care.



## ***What to do and what not to do***

At some point, a youth member in your care may tell you that someone has molested him or her. If this happens, we want you to be prepared to help the child. Follow the guidelines below if a child indicates that he or she may have been the victim of abuse or exploitation.

- **DON'T** panic or overreact to the information disclosed by the child. **DON'T** criticize the child.
- **DO** respect the child's privacy. Take the child to the Camp Office, away from other Scouts. It is important that you discuss the child's situation only with the Camp Director, who will help you make a report to Child Protective Services Agency. The situation must not become the topic of conversation in the staff lounge or a campsite. Camp is a hard place to keep information confidential. Such situations should not become the subject of camp gossip.
- **DO** make sure that the child feels that he is not to blame for what happened. Tell the child that no one should ask him to keep a special secret and that it is okay to talk about what happened to him with the appropriate adults. Try to avoid repeated interviews about this incident. This can be very stressful for the child.
- **DON'T** try to conduct a detailed investigation of the situation yourself. Child Protective Services Agency investigators will investigate should you suspect a child has been abused.

## ***Precautions Against Charges of Sexual Abuse or Exploitation***

Child abuse is a serious criminal offense. As a leader and staff member with the responsibility for caring for children, you may be placed in sensitive situations making you vulnerable to charges of child molestation or other charges. If you take these simple precautions, however, you need not be afraid of groundless accusations.

**Adhere to the "Rule of Two." No fewer than two adults with every group of Scouts.** To the extent possible, isolated one-on-one activities between adult and child should be discouraged in favor of patrol or group activities. The Camp Director is to be informed of any situation in which a camper has become so disruptive or behaves in other ways, which require strong disciplinary action. Corporal punishment is not to be used!

Scouts will be properly clothed for the activities in which they are participating. Nudity is appropriate only in the showers. "Skinny dipping" is not appropriate. Initiations involving any form of hazing are prohibited.

**Have other leaders present when supervising showers, changing into swimming suits, and other circumstances in which children may be dressing or undressing.** In the supervision of showers, leaders may not enter the shower facility unless an emergency, fight or some other urgent situation forces them to enter it to take action. A leader forced to enter the shower facility to take such action should do so with the second adult. Adult leaders should never use a shower facility when youth members are using it and should avoid taking a shower alone, should a youth happen to arrive there unexpectedly.

Respect the privacy of the child. Do not become intrusive in such areas as bodily functions – only when necessary to monitor the health and safety of the child. The child has the right to reject displays of affection if he feels uncomfortable about them. Not every child comes from a background in which affection is openly displayed. Respect the child's wishes. Protect your own privacy. You may be living in relatively close quarters with Scouts from time to time. There will be natural curiosity about husbands, wives, girlfriends, personal relationships and with some of the older Scouts, sexual activity. You should use common sense in discussing these subjects with Scouts and keep private the details of your life that are nobody's business but your own.



**A leader must never be housed in the same tent as a boy.** You will additionally protect yourself against false accusations by sharing your tent with another leader, making it more likely that another adult will know what you've been doing or not doing at night.

**Under no circumstances are camp staff members, regardless of age, allowed to be in the same tent as a camper for even the shortest period of time.** Visit with your camper friends out in the open, even those from your own unit.

**As much as possible do not send individual Scouts to see camp staff members by themselves.** Persons such as your Camp Director, Health Officer and Chaplain are most vulnerable to false accusations as they frequently work alone for extended periods of time, and they generally do so in relative privacy, out of public view. Sexual exploitation should not be confused with physical contacts that are true expressions of affection. A warm and healthy relationship can exist between the camper and the leader or staff member if the leader or staff member respects the child and places reasonable limits on their physical interaction.

### ***Procedure for Suspicion of Abuse***

The following procedure must be followed in any situation at camp where suspicions of alcohol, drug or child abuse arise. The same basic procedure would also apply if suspicions of homosexual activity arise at camp. A staff member or another person is made aware of or notices some sign of abuse. The suspicion is reported to the Camp Director as soon as possible. Do not discuss the situation with anyone other than the Camp Director. The Camp Director takes steps to verify the report and takes appropriate measures to handle the suspected incident. If the suspicion warrants further action, the camp director notifies the Scout Executive or another professional staff member, and the Scout Executive notifies local authorities, if necessary. Should the situation require immediate action (and this would be a rare situation) and the Camp Director is out of camp, the Program Director should be notified. Persons of any other category or position who inquire into the nature of incidents they suspect you know something about should be asked to consult the Camp Director for any information they desire about the incident.

## **THE COUNSELOR-IN-TRAINING PROGRAM**

Many staff members begin their careers at camp by volunteering for a summer. During this service, these Counselors-in-Training (“CITs”) assist the regular staff in the performance of their duties. CITs will not serve as merit badge instructors. CIT assignments will vary from week to week to allow them to experience most aspects of the camp operation. This also allows most of our area directors to mentor the CITs and evaluate them based on their performance.

CITs will be treated with the same respect and consideration given to every other member of the staff. Although CITs may sometimes seem like “junior partners” in the staff hierarchy, all should remember that they are the future leaders of our camp. Our institutional goal will be to provide the best environment for these future leaders to develop.

Although they do not receive a salary, CITs enjoy enhanced opportunities to participate in the camp program and develop their personal interests. Thus, for example, a CIT will be permitted to work on two merit badges simultaneously, often by joining regularly scheduled classes. CITs may also be able to work on additional awards, such as the BSA Lifeguard, or participate in special team-building activities, such as Climbing.

Unlike members of the paid staff, CITs will receive formal counseling and evaluations on a weekly basis. These evaluations provide opportunities for CITs to constantly update their personal goals and synchronize their progress to the needs of the camp.

A senior member of the camp staff will be assigned to mentor each CIT at the beginning of the summer. The CIT will meet regularly (at least once each week) with his mentor for developmental counseling. This counseling need not be formal, but provides the CIT with another perspective on their development through the program.



# TEACHING STRATEGIES

Most of you should have encountered the **EDGE** method of teaching through your Scouting activities. This method is an excellent way to teach. EDGE is an acronym that helps us to remember the four phases of the method.

**Explain** – Describe the skill you intend to teach.

**Demonstrate** – Show the skill the students will practice.

**Guide** – Allow students to practice what they’ve just witnessed. Offer advice to improve their practice.

**Enable** – Students in this phase have gained a proficiency that allows them to operate independently.

While this simple method should be suitable for summer camp purposes, many of you may be curious to learn more about instruction. Is there really one method that works in all cases? Do some students learn differently from others? How can an instructor accommodate different learning styles? We will attempt to answer some of these questions in the following pages.

## *Theories of Learning*

By the time you became eligible to join our camp staff, you spent a significant amount of time on your formal education. Did you know that the average American student spends around 11,000 hours in classes before graduating from high school? Having spent so much time as a student, you surely encountered dozens of different teachers and experienced many different teaching styles. You undoubtedly enjoyed some more than others, and found some to be more effective. Each of your classmates probably had his or her own favorites.

While this section of the staff guide will explain several different teaching strategies, your own experience and common sense should suggest that there is no single best way to teach. Rather, the best teachers adapt their instructional style to accommodate each class (or even individual students).

What suits one particular troop or one kind of boy in one kind of place will not suit another within a mile of it, much less those scattered over the world and existing under totally different conditions. – *Baden-Powell*

Unfortunately, our sessions will be too short for you to really get to know your students. You’re probably wondering how you can adapt your teaching styles in such a short period. The good news is that an educational theory suggests that there are different types of students based on learning styles. Knowing these learning styles and incorporating activities that appeal to each will make your lessons far more effective and appealing to a larger number of potential students.

LEARNING STYLE	WHAT IT MEANS	EXAMPLE: TEACHING ABOUT POISON IVY
Visual Learner	Students learn best by reading or by watching and observing demonstrations.	Displaying several pictures or specimens.
Auditory Learner	Students learn best by listening to explanations and asking questions.	Verbally describing the appearance and habitat.
Tactile Learner	Students learn best by working with their hands.	Allowing students to handle a specimen (in plastic, of course) or a model and then draw pictures.

*For more information on this theory, please research the work of Alan Mumford.*

Consider the third column above. Would it be possible to teach a group of Scouts to identify poison ivy by using just one of those strategies? Would some Scouts still learn well? Obviously, some Scouts would. But don’t you think the lesson would be more effective and interesting if you incorporated elements that appealed to all three learning styles?



By keeping this in mind, you should be able to avoid excessive lecturing in your lessons. After all, Scouts expect summer camp to be full of activity, and students will appreciate your effort to fulfill that expectation.

As a teacher, you must accept that your students will acquire new knowledge at different rates. Some will learn very quickly and soon reveal a thorough understanding of a subject. Others will struggle to remember even the most basic facts. Ideally, all students will eventually develop to an advanced level, but that may not be necessary to adequately complete the requirements of a badge.

Educational theory has attempted to explain the different degrees of cognitive (“thinking”) ability. Everyone typically begins at the first and most basic level before eventually advancing to higher levels. These levels are explained in the following chart, with the most basic level at the bottom. Professional educators will recognize this theory from its most popular expression, Bloom’s Taxonomy.

LEVEL OF THINKING	EXAMPLES: NATURE MERIT BADGE
<b>Synthesis:</b> Combining seemingly unrelated knowledge to plan, produce, or create something new	Write an article or create a short skit advocating for or against government regulation of atmospheric carbon dioxide.
<b>Evaluation:</b> Judging the quality or value of information based on independent criteria	Should our country attempt to regulate the concentration of carbon dioxide in the atmosphere?
<b>Analysis:</b> Breaking complicated information into relevant parts, knowing how the parts relate to one another, and being able to reorganize those parts as needed	How might higher concentrations of carbon dioxide in the atmosphere affect a given ecosystem?
<b>Application:</b> Using knowledge to solve problems in new situations	How might higher concentrations of carbon dioxide in the atmosphere affect plant life?
<b>Comprehension:</b> Understanding facts and ideas, making comparisons, identifying main points	How do plants make sugar?
<b>Knowledge:</b> Remembering facts, terms, and basic concepts	What three things are necessary for photosynthesis?

*For more information on this theory, please research the work of Benjamin Bloom or “Bloom’s Taxonomy.”*

Consider this model when you interact with your students. Most merit badge requirements do not ascend to the highest thinking levels – typically, explaining and demonstrating will suffice. But smarter, older, or more experienced students may be able to operate at those higher levels and will find your class more rewarding if you let them.

This is not to say that you should consider tampering with the requirements themselves – in fact, you are specifically prohibited from doing so! However, you will enjoy greater success as an instructor if you can differentiate your instruction for different students. If you have a very young or inexperienced class, drilling the basic concepts may take up a sizeable amount of time. A more advanced class, however, will master the basics very quickly. Rather than wasting time on repetitive drill, why not progress to something more enriching?



## Planning Lessons

*Proper planning prevents poor performance.*

The man who makes no plans makes no progress in life. – *Baden-Powell*

While experienced instructors may feel comfortable improvising lessons, you should discipline yourself to plan ahead. This approach springs naturally from our Boy Scout motto: Be Prepared. Putting a plan on paper helps you in several ways. You will preview the information you intend to share, and you will create a list of needed supplies. By planning ahead, you can often be more creative than when you're improvising on the fly. This will result in better learning experiences for your students. While it may seem overly formal and time-consuming to commit them to paper, you will be more organized. This will also make it easier for another staff member to substitute for you if you should be called out of class.

Students hoping to master a subject will probably need more than a single lesson to do so, particularly if trying to acquire a new skill such as knot-tying or diving. Incorporating practice time into your lesson can be very productive. After all, you will be able to observe your students and make corrections as needed. However, it is not unreasonable to expect your students to practice during their free time and return later to test.

While your students may protest, it is imperative that you uphold the standards of the Boy Scouts of America. If the merit badge requirement says a Scout should “do” or “demonstrate,” that is the standard. Simply watching an instructor tie a knot in class is not the same as tying it for himself.

Ideally, every lesson plan will include a few elements:

Elements of a Lesson Plan	Explanation
Essential Question	What do you want your students to be able to do at the end of your lesson?
Activating Strategy	How will you grab their attention and impress upon them the significance or relevance of your lesson? This may test prior knowledge. A few minutes spent piquing your students' interest at the beginning will pay off for the rest of the lesson.
Instructional Activities	How do you actually intend to teach your content? Generally, you should explain, then demonstrate, and then practice. Get the students involved. Students generally prefer activities to passive listening. Try to develop activities for students to work with collaborative partners (stronger students can help weaker ones to achieve).
Summarizing	Students, not the instructor, should summarize the content of the lesson. This allows you to check to see if they learned the lesson.
Assignment/Assessment	Will you require the students to do anything outside of class to prepare for the next lesson?

We understand the constraints under which our staff operates. In a perfect world, we would have unlimited amounts of time to prepare detailed lesson plans for every class that we teach. However, this world is far from perfect; even starting well before camp may not enable you to prepare such detailed plans before camp. You certainly won't have time to do so during Staff Week. Still, we ask you to do what you can. You can lighten the load by collaborating with other staff members in your department, or by acquiring ideas from last season's instructors.

A sample lesson plan and a blank template appear on the next pages.

If insufficient time exists to create detailed lesson plans for each class, staff members should at least prepare a training outline. An outline should detail which requirements will be covered in each class (or for homework) during the week. Outlines can be critical if a last-minute substitution in instructors must be made.



# SAMPLE LESSON PLAN

**COUNSELOR:** *Virgil*

**PROGRAM AREA:**  
*Scoutcraft*

**CLASS:**  
*Orienteering*

**LESSON:**  
*Map Symbols*

**ESSENTIAL QUESTION:**

*How and why do cartographers use map symbols?*

**CORRESPONDING REQUIREMENTS:**

*Requirement 4B*

**NEEDED SUPPLIES/EQUIPMENT:**

*1 map and set of flashcards for each Scout  
1 large piece of corrugated cardboard  
Box of push-pins*

**ACTIVATING STRATEGY:**

*Prepare an unlabeled poster showing at least 10 map symbols.  
Prepare separate labels. Play a short game in which the contestants try to match each label to the proper symbol.*

**INSTRUCTIONAL ACTIVITIES:**

- 1. Discuss the importance and purpose of map symbols.*
- 2. Reveal and explain the correct answers to the matching game.*
- 3. Divide the class into pairs. Give each a list of 10 symbols and a map. Each buddy team attempts to be the first to correctly find their 10 symbols.*

**SUMMARIZING:**

*Each student should explain, in their own words, why cartographers use map symbols then draw their favorite one from memory.*

**ASSIGNMENT/ASSESSMENT:**

*Each student should read ahead about international control description symbols and prepare to explain why they are not identical to the traditional map symbols.*



# LESSON PLAN TEMPLATE

**COUNSELOR:**

<b>PROGRAM AREA:</b>	<b>CLASS:</b>	<b>LESSON:</b>
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**ESSENTIAL QUESTION:**

**CORRESPONDING REQUIREMENTS:**

**NEEDED SUPPLIES/EQUIPMENT:**

**ACTIVATING STRATEGY:**

**INSTRUCTIONAL ACTIVITIES:**

**SUMMARIZING:**

**ASSIGNMENT/ASSESSMENT:**



## ***Teaching Aids***

An enthusiastic counselor will undoubtedly want to research and find additional resources for his class. This is an excellent instinct and should be encouraged! Unfortunately, we are unable to purchase or otherwise provide all of the resources you may wish to use, so it becomes necessary to distinguish between teaching aids based on their instructional value.

The first category includes those resources without which lessons fail. Examples include ropes for Pioneering and maps for Orienteering. We will do our best to see that all such resources will be provided, but it is the responsibility of every counselor to conserve those resources and notify the Program Director before critical shortages develop.

The second category includes those resources which are not strictly necessary, but greatly improve lesson delivery. A white-board and dry-erase markers might fall into this category. We will attempt to satisfy all requests for these resources, but cannot guarantee fulfillment.

A third category includes those resources which are merely convenient for the counselor or student, but do not uniquely enhance the quality of instruction. Examples would include student worksheets, especially those that have appeared on a number of websites in recent years.

These worksheets consist of a series of questions for Scouts to answer after finding the appropriate information in their merit badge pamphlets. These are convenient for counselors, especially those too pressed for time to engage students in discussions, but should not replace personal instruction. After all, Scouts do not come to camp for the equivalent of “home study” courses! Remember that the merit badge requirements usually instruct a Scout to “explain,” “discuss,” “demonstrate,” or “do.” Those instructions are active for a reason!

Unfortunately, some Scouts will be tempted to simply copy answers from their classmates, especially if the worksheets are assigned for homework. This obviously diminishes the educational value of the exercise. Furthermore, those worksheets often waste a great deal of paper. Some Scouts will never complete them; other Scouts will lose their copies and request extras. Consider also this fact: if , over 120 Scouts signed up for nearly 4900 merit badges and earned nearly 3400 of them. If each of those classes issued just one worksheet each day, our camp would have produced 24,500 photocopies. At 5 cents per copy, our copying expense would have been more than \$1200 dollars.

As Scouts, we pledge to be conservation minded. Remember that point also if you are planning to develop some kind of written test for your class. Try to reduce the amount of “white space” on each page. Creating one copy of a test and reusing it each week (by instructing students to write answers on a separate piece of paper) will greatly reduce our photocopying expenses.

## ***Tests***

Scouts who successfully complete a merit badge should be able to demonstrate their knowledge and skill if examined. Many counselors like to utilize some form of written test to ensure that each Scout meets the minimum requirements.

If you are considering the creation of a written test, proceed with caution. First, no merit badge requires a Scout to pass a written test, and Scouts should be informed that alternative testing options are available. This is especially true for the many Scouts with learning disabilities who may attend camp. Many of them receive educational accommodations in school and may struggle with a written test. Alternatives should be just as rigorous, of course.

Grading a test creates its own set of problems. Tests should not include information that is extraneous to the requirements, and since all requirements should be mastered, in theory the only “passing” grade should be 100%. Scouts also never “fail” a merit badge - some just earn it more quickly than others. Scouts who do not score well on a written test may be discouraged or embarrassed. This is not the positive experience we want them to remember from summer camp!

After all of these considerations, counselors must receive the prior permission of the Program Director before using a written test in their classes.



## Addressing Problem Behaviors

You’ve probably heard that “boys will be boys.” This bit of folk wisdom acknowledges that our culture has developed a certain degree of acceptance for rowdiness and playfulness in boys. While there is much to admire in the spirit and energy of youth, this natural enthusiasm can prove quite challenging to instructors if carried to extremes.

Camp staff instructors worried about managing problem behaviors in class should recognize that they enjoy several major advantages over traditional classroom teachers. First, the average camper probably has fewer behavioral issues than non-Scouts. After all, the Scouting program still stresses helpfulness, courtesy, and obedience! Second, the nature of our lessons lends itself to occupying our students’ attention far more easily than more academic subjects. Third, supportive adults (either parents or unit leaders) are never far away. Finally, the limited duration of our program should make even the most troublesome students easier to bear.

Note, however, that your patience with problematic behavior is not our primary concern. Campers come to class with certain expectations that we must fulfill. One of the most basic expectations is to be able to participate in a class that is free from disruption. In some cases, that’s not just a personal preference but an issue of safety. Camp Tuckahoe is relying on you to help deliver our promise of a quality experience, and this means you must be able to handle problem behaviors.

Strategies to handle these problems can be divided into two categories: preventive and reactive. As the old saying goes, an ounce of prevention is worth a pound of cure. Reacting to problems consumes valuable instructional time, so why not take steps to reduce the occurrence of those problems? While no strategy will be effective all of the time, preventing even a small percentage of potential problems validates the effort. Below you’ll find a few strategies that have worked in the past.

### Preventive Strategies

*An ounce of prevention is worth a pound of cure.*

PREVENTING PROBLEM BEHAVIORS	
CONCERN	SUGGESTED STRATEGIES
Students are easily distracted	Plan to teach your lesson in an area that reduces potential distractions. Instead of sitting by a trail or in view of another activity area, find a semi-secluded spot that will help to focus students’ attention.
Students fall asleep	Include activities in your lesson plans that will require students to move. If the lesson doesn’t lend itself to activities, be creative – take your class on a short field trip to wake them up.
Students lose interest in the material	Ensure that your lessons are age-appropriate. You wouldn’t necessarily teach 11 year olds and 17 year olds the same way. Are you pitching your lesson over their heads or too simplistically? Visual aids and participatory demonstrations help to enliven every class.
Students do not prepare for class	Advertise the “homework” that should be completed for class by publishing notices in the camp newsletter. Unit leaders can fill the role of parents in encouraging their Scouts to finish assignments.
Students consistently arrive late	Try to determine if a schedule change should be recommended. Sometimes a Scout has done a poor job of planning his merit badge classes, and by switching between sections he may be able to reduce his travel time and still remain in his preferred classes. Other than that, your best bet is to give students a strong motive for wanting to be on time. Perhaps you can find time for a short game or other “warm-up” activity (that relates to your subject, of course) at the beginning of class.
Students won’t respect your authority	Make sure that you consistently enforce simple disciplinary rules from your first meeting. If you ignore your own rules you will create a new norm for acceptable behavior and regret it later. Also, maintain a professional detachment from your students. There is a difference between being “friendly” and becoming a “friend.”



**Reactive Strategies**

<b>REACTING TO PROBLEM BEHAVIORS</b>			
<b>CONCERN</b>	<b>EXAMPLE</b>	<b>CORRECTIVE STRATEGIES</b>	<b>WHAT NOT TO DO</b>
Challenging questions	The student believes he is an expert on the subject and frequently poses challenging questions for which you don't have answers.	<ol style="list-style-type: none"> <li>1. Admit when you don't know something. Promise to research it. Follow through.</li> <li>2. Take the student aside (without interrupting your lesson) to determine his true expertise.</li> <li>3. Recruit the student to act as your assistant in some way. Recognize his qualification and he may become part of the team.</li> </ol>	<p>Get into a competition to prove your superiority.</p> <p>Belittle the student and mock him.</p> <p>Bluff answers to questions when you aren't sure of the answer.</p>
Defiance	"I don't want to do this and you're not going to make me!"	This behavior is very rare at camp, as Scouts usually want to be involved. A student who chooses not to participate can be reported through staff channels to a unit leader. If his continued presence in the class causes a disruption, he can be dismissed early.	<p>Make it a battle of wills. Yell and scream. Break him so that he'll follow orders.</p> <p>Allow all of the students to ignore your instructions.</p>
Off-topic questions or comments	The student asks personal questions or tries to derail you with other subjects.	<ol style="list-style-type: none"> <li>1. First, try to ensure that the question is truly off-topic. Your student may be following a tangent you hadn't considered. While you need to keep your class on target, try not to quash genuine curiosity.</li> <li>2. Offer to address off-topic issues outside of class. If the question was sincere, the student will usually pursue it. If not, he won't.</li> </ol>	<p>Ignore all future questions from the student.</p> <p>Answer every question that is asked, then rush through your entire lesson in the last five minutes of class.</p>
Playing with an object  or  Talking during instruction	<p>The student won't stop playing with his pencil, notebook, canteen, or even rocks and dirt.</p> <p>Two boys constantly laugh and joke with each other while you're trying to teach.</p>	<ol style="list-style-type: none"> <li>1. Avoid long lectures whenever possible. If lecture is necessary, call on students to answer questions or act as demonstrators.</li> <li>2. Pair off the students in the class ("demonstration buddies") to separate the two.</li> <li>3. Stand closer to the pair. Proximity to the instructor helps to inhibit distracters.</li> <li>4. Appeal to your director. He may be able to speak to the student or his unit leader. He may also be able to sit in on the class to back up your authority.</li> </ol>	<p>Confiscate valuable personal property from campers. That'll never be misconstrued as stealing.</p> <p>Just kick them out of class. That'll teach them who's the boss.</p> <p>Join in their conversation. Everyone will enjoy that more than your lesson anyway, and the Scouts will think you're the coolest counselor EVER.</p>



It is important to remember that we serve our students even though we occupy a position of authority over them. This concept should temper our interactions even when we find it necessary to correct bad behavior. Our goal is to build up our Scouts, not tear them down. This leads to a general approach known as “positive correction.”

POSITIVE CORRECTION		
STEP	ACTION	EXAMPLE FOR SCOUTCRAFT
1	Prior to correcting the student, begin with a positive comment about his past performance.	“Yesterday you were able to tie knots quicker than anyone. I know you can do just as well on lashings.”
2	Plainly state the problem.	“But you need to focus on my demonstration if you’re going to learn how to do it.”
3	Explain how you expect the student’s behavior to change.	“So stop trying to use your rope as a whip.”
4	Ask the student to repeat your expectation.	“What do I need you to do?”
5	Offer praise and other positive feedback for compliance.	“I can see you’re really paying attention. Good job!”

Adapted from *Safe Crisis Management*, JKM Training, Inc.

The benefits of positive correction should be obvious. We communicate our disapproval in a diplomatic fashion that is more likely to elicit a cooperative response. Contrarily, negativity would be more likely to escalate the confrontation or alienate the student.



# CAMP HISTORY, CUSTOMS, AND TRADITIONS

## *A Brief History of Camp Tuckahoe*

Camp Tuckahoe opened to Scouts in 1948, although it was originally known simply as “Memorial Camp.” One of our predecessor councils, the York-Adams Area Council, needed this new facility after outgrowing its Camp Ganoga. The council promoted the project by appealing for donations to honor the deceased servicemen from World War II.



The previous owners had used Tuckahoe as a hunting camp, but prior to that it had been a source of clay and charcoal for a number of Dillsburg businesses. By the 1940s, the remains of a short-gauge railroad and one simple cabin stood on the grounds of Tuckahoe, but the opening of camp brought dramatic changes.

A national expert was hired to study the property and make recommendations for its use. Among the more interesting was a plan to develop a ski slope! In that first year, however, a magnificent new lodge was built for use as a Dining Hall. Two smaller cabins were erected for use as an Administration Building and a Health Lodge. Six campsites were laid out, and a creek-fed swimming pool was constructed. Council dignitaries dedicated the camp in July, and hundreds of Scouts attended camp that first season.

### *Camp Tuckahoe Camp Directors*

- 1948: Russell Hild
- 1949 – 1952: George “Pop” Wilkens
- 1953 – 1954: William Smith
- 1955 – 1956: John Gronemeyer
- 1957: Robert Henry
- 1958: Charles Harvey
- 1959: Lee Pomory
- 1960 – 1962: Donald Warfall
- 1963 – 1965: Jack Miller
- 1966: Christian Hager
- 1967 – 1968: Charles Bosch
- 1969 – 1972: James Slepinski
- 1973 – 1974: Gregory Eisenhart
- 1975: Thomas Matea
- 1976: Thomas Frank
- 1977 – 1978: John J. D’Amico
- 1979 – 1981: Thomas Frank
- 1982 – 1984: Michael Wagner
- 1985: Thomas Frank
- 1986: Robert Goll



- 1987 – 1998: John Dolheimer
- 1999 – 2010: Todd Weidner
- 2011 – 2013: Patrick McCormack
- 2014 – 2016: Jarred Strine



Tuckahoe expanded rapidly in the following years. Campsites, cabins, and program areas were added. Perhaps the most striking addition was Memory Lake.

Camp Tuckahoe has experienced something of a renaissance recently. In the late 1990s, a climbing course was added to enhance the program for older Boy Scouts and Venture Scouts. In 2003, a major capital campaign yielded a new and vastly improved Dining Hall, a swimming pool, a Nature Lodge, Cub World, and other features.

## ***The Memorial Mall***

The Memorial Mall is undoubtedly the symbolic heart of Scouting at Camp Tuckahoe. The Mall consists of several distinctive features that help to make Tuckahoe truly unique among Scout camps.

One of the more impressive features on the Mall would be the living tribute provided by the Memorial Trees. These trees were planted long ago to honor individuals who contributed to the Scouting program. This tradition began at Camp Ganoga, the original camp of the York-Adams Area Council.



*Ray F. Zaner*

The inspiration for dedicating a tree to the memory of a deceased Scout or Scouter is attributed to Ray F. Zaner, the first Council Executive of York, but may have had other origins in Scouting. In October of 1919, National Scout Commissioner Dan Beard led the first annual Scouting pilgrimage to the grave of former President and Chief Scout Citizen Theodore Roosevelt. Acorns and walnuts from trees growing near the grave in Oyster Bay, NY, were distributed so that participants could plant them across the nation in the former president’s honor. James E. West, the Chief Scout Executive, even wrote to encourage the practice. The first tree planted at Ganoga was dedicated to Teddy Roosevelt on October 12, 1922, and it was the only tree planted that year. Trees honoring local Scouts were first planted in 1928. The Ganoga trees were mostly Norway Spruces, but only Eastern Hemlocks (Pennsylvania’s state tree since 1931) have been planted at Tuckahoe.

The Memorial Mall was dedicated in 1958. A total of 173 memorial plantings occurred before the practice was discontinued due to a lack of space in 1968, though an exception was made for two additional trees honoring Ray Zaner and Dave Glatfelter and their enormous contributions to Scouting. The trees originally stood in two rows on both sides of the Mall, but the inner rows were removed in 2008 in an attempt to restore the Mall to its original, more open appearance.

Since 1969 names have been added to a Memorial Wall situated not far from the Mall’s entrance. New plaques are added to the Wall during a special ceremony each June. During this ceremony a brief biography of each honoree is added to the “Book of the Immortals,” a continuous record that now includes more than 1,000 honorees.



One of the little-known stories of the Memorial Mall is that a reflecting pool was installed not far from the Ganoga Monument in 1980. The pool's failure to retain sufficient water led the camp to fill it with soil in 1984.

The current Tuckahoe tradition is to hold the final retreat ceremony for each week of Boy Scout Camp on the Memorial Mall. In this way every camper and visitor has an opportunity to view its monuments and appreciate the tremendous legacy they represent.

## **THE GANOGA MONUMENT**      *Created around 1920, Relocated in 1948*

An obelisk sitting near the center of the Memorial Mall is one of the most prominent features of Camp Tuckahoe. This obelisk stands atop 12 stones that once formed the altar at the chapel in Camp Ganoga. These stones each bear a point of the Scout Law, and upon this obelisk are plaques that contain the names of those honored by memorial tree plantings at Camp Ganoga from 1922 to 1945.

An impressive bronze plaque has been mounted at the base of this monument. It depicts a small Boy Scout emblem and an Indian brave kneeling before a fire. It also bears the inscriptions "Boy Scouts of America" and "Ganoga." This casting, an original work by Charles Rudy from York, was one of two formerly positioned at either end of the bridge on Route 111 leading into Camp Ganoga. The Ganoga Bridge, as it was named, also had twelve light posts to honor the points of the Scout Law. The Pennsylvania Department of Transportation gifted this plaque to the council when Ganoga was closed. Its twin now belongs to the York Historical Society. As Ganoga Bridge was scheduled to be demolished in 2010, these plaques are all that remain of what once was a significant county landmark.



## **THE CHAPEL OF THE FOUR CHAPLAINS**      *Built around 1953, Renovated in 2004*

The chapel that sits at the highest point of the Memorial Mall is dedicated to the four chaplains who lost their lives aboard the US Army Transport *Dorchester* on February 3, 1943. The *Dorchester*, sailing as part of a convoy, was transporting more than 900 men to the United Kingdom when it was torpedoed by a German submarine. Panic spread as the ship began to sink into the freezing waters of the North Atlantic.

In the midst of this chaos stood four chaplains, Reverend George Fox, Reverend Clark Poling, Father John Washington, and Rabbi Alexander Goode. The four strove to calm and organize the frightened soldiers as they distributed life jackets. When the supply of life jackets proved insufficient, each voluntarily passed his own to another soldier, effectively sacrificing his own chance for survival. Most were unable to board lifeboats before the *Dorchester* sank into freezing water; only 230 were rescued.

From the survivors came reports of the chaplains' last few minutes on earth. Comrades despite their different religious traditions, the four linked arms in prayer as they went down with the ship. Their example of unity and self-sacrifice inspired all and resulted in many tributes. Each posthumously received Purple Heart medals and Distinguished Service Crosses from the US Army. The US Postal Service issued a stamp in their honor in 1948.

Of the four chaplains all but Reverend Fox had served in Scouting. Rabbi Goode was a registered committeeman in Troop 37 at the Temple Beth Israel in York, PA. Funds for the chapel were donated by the Jewish community of York. Years later, the stained-glass windows were donated by the St. Matthew Lutheran Church in York. Other chapels dedicated to the Four Chaplains exist at the Philadelphia Naval Shipyard, Pittsburgh International Airport, the Carlisle War College, and elsewhere.



**Alexander David Goode**  
 May 10, 1911 – February 3, 1943

Born in Brooklyn but raised in Washington, DC, educated at the University of Cincinnati, Hebrew Union College, and Johns Hopkins University, Goode volunteered for military service. He was survived by his wife, Teresa (a niece of the actor Al Jolson), and four-year-old daughter, Rosalie.

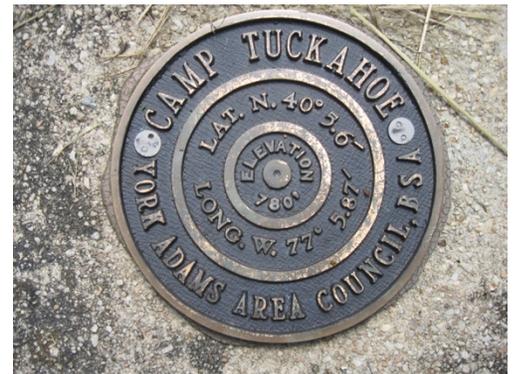


**THE SUNDIAL**                      *Installed in 1983*



Scouting has provided direction for many people’s lives, and the sundial on the Mall symbolizes that influence. More practically, a Scout just learning the art of orienteering can visit the sundial to verify his location and direction. H. Charles “Chick” Hafey, a long-time Scouter, promoted the sundial’s construction. Officially dubbed the “Compass Clock,” this monument is dedicated to all of the Scouts and Scouters who helped establish Tuckahoe.

Next to the sundial sits an elevation marker placed by the National Geological Survey. It reads “Camp Tuckahoe, York Adams Area Council, BSA” and marks the elevation as 780 feet above sea level. It pinpoints its location as 40 degrees, 5.6 minutes north latitude, and 77 degrees, 5.87 minutes west longitude.



**THE REFLECTION AREA**



Visitors hiking to the higher points of the Mall may wish to pause for rest or meditation. A clearing dedicated to this purpose was established by Troop 37 of York to honor Bernard Sevel, a former Council President. This clearing holds a wall adorned with a plaque bearing the poem “If-.”

*“If you can keep your head when all about you  
 Are losing theirs and blaming it on you;  
 If you can trust yourself when all men doubt you,  
 But make allowance for their doubting too...”*

Rudyard Kipling published this inspiring poem in 1895. Its message of perseverance resonates with anyone who has ever faced adversity, and it remains one of the most popular poems of all time.

It should be noted that Rudyard Kipling indirectly influenced the Scouting program in other ways. Lord Robert Baden-Powell, a contemporary and acquaintance of Kipling, drew inspiration from Kipling’s 1894 classic, the *Jungle Book*, when he launched the Wolf Cubs in 1916. This program later served as the model for American Cub Scouting, and so today every Cub becomes acquainted with such Kipling characters as Mowgli, Akela, and Baloo.



**Joseph Rudyard Kipling**  
*December 30, 1865 – January 18, 1936*

*Born in Bombay, India, Kipling was a true son of the British Empire. He traveled extensively and even lived in Vermont for a time. He received the Nobel Prize for Literature in 1907 - the first English writer to be so honored. His other works include Captains Courageous, Kim, and a little-known poem entitled "A Boy Scout's Patrol Song."*

## ***The Memorial Flag Plaza***

After the capital campaign of 2002-2003 concluded, the Memorial Flag Plaza was constructed to honor Tuckahoe's major benefactors. It consists of a central flag pole, flanked on either side by our state and council flags, rising from a star and ringed with thirteen flags representing the thirteen original colonies. The Tuckahoe Staff of 2011 dedicated a brick in the plaza, and the following year dedicated a similar brick in the plaza located at Hidden Valley Scout Reservation



*The Memorial Flag Plaza*



*The Tuckahoe Brick*



*The Hidden Valley Brick*

## ***The Origins of the Name "Tuckahoe"***

No permanent name had been selected for the camp we know as Tuckahoe when it opened in 1948. Most references from the time identified it as the "South Mountain Memorial Scout Camp." During that first summer the council held a contest between "South Mountain," "Tuckahoe," and "Whippoorwill" to select the permanent name. The popularity of Tuckahoe stemmed in part from the fact that the Order of the Arrow Lodge had decided to use it as well.

John Lowry Ruth, then the director of the York Historical Society, receives credit for suggesting the name "Tuckahoe." Camp tradition translates it to mean "land of the deer and the fawn," although that translation has proven difficult to verify.

"Tuckahoe" may refer to the Tockwogh, a native tribe encountered by Captain John Smith during his exploration of the Chesapeake in 1608. They inhabited a fortified town on what is now the Sassafras River in Maryland.

Webster's Dictionary translates "tuckahoe" to refer to one of several plants with starchy rootstocks that were consumed by Native Americans. Pictured to the right is one example of a tuckahoe plant, arrow arum (*Peltandra virginica*). The English colonists adopted the word from the Algonquian "tockawhoughe."



Other places sharing the name include Tuckahoe Plantation, a boyhood home of Thomas Jefferson located near Richmond, towns in New York, New Jersey, and Virginia, and a Maryland State Park.



## *After Meal Programs*

The Program Director manages all after-meal programs. These usually consist of announcements and a song, but skits, stories, stunts, and other programs may be added. One traditional stunt would be the “Order of the Oar,” which celebrates birthdays celebrated during each session of camp. Staff members interested in leading this august order should be prepared to don the most outrageous costumes.

## *The Speaking Tradition*

Staff members are expected to greet each and every camper that they pass at camp. These greetings need not be elaborate or time consuming. Verbal greetings can be short and sweet (“Hi! How’s it going!”)? Eye contact followed by a smile, a wave, or even a nod of the head, will suffice if you happen to be in the middle of an uninterrupted conversation.

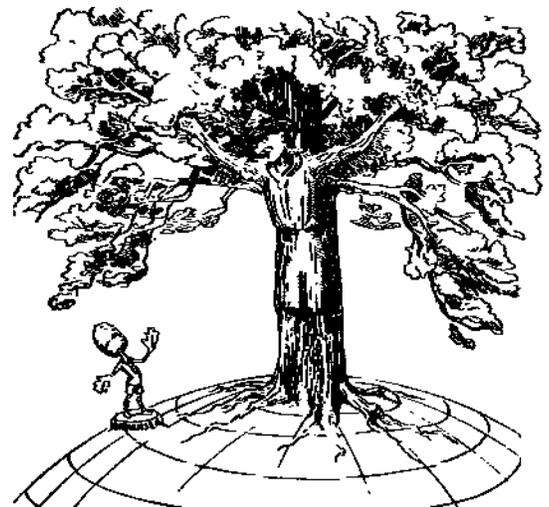
This tradition gives our camp a much more open and welcoming feel. Visitors feel more comfortable in this environment than they would on a busy city street with everyone bustling by and avoiding all contact.

Remember that a Scout is Friendly. You may brighten someone’s day or discover an opportunity to lend aid to someone in need. Remember, it was just such a gesture by the famous “unknown Scout” that inspired William Boyce to incorporate the BSA.

## *Camp Staff Acorns*

One of the more recently adopted symbols of Camp Tuckahoe would be the acorn necklace worn by its staff. This practice began only in the 1990’s at the initiation of John Dolheimer, Tuckahoe’s Camp Director from 1987 to 1998. The inspiration for the distinctive neckwear reportedly came from a national training course, though Baden-Powell himself depicted Scouting as a mighty oak tree that sprouted from the tiny acorn planted at Brownsea Island. *See illustration, right.*

The acorns represent the seed of Scouting that members of the staff strive to nurture in every camper. The acorn is also a fitting symbol for Camp Tuckahoe since oak trees dominate its forest.



Only those staff members who have completed the proper training or proven themselves in a comparable fashion are entitled to wear the acorn necklace. Acorn necklaces and service beads are typically awarded in a ceremony at the conclusion of the staff training week each June. Staff members who disgrace Camp Tuckahoe lose the privilege of wearing their necklaces, which may be immolated in a less official (but no less solemn) ceremony.

Returning staff members are awarded a service bead for each subsequent year on staff until they have received three. A Program Director, regardless of his years of service, may wear an honorary fourth bead. The Camp Director may adopt a fifth bead or another distinctive addition as a sign of his seniority.

If ever you feel hopeless about getting on to success in life from a small beginning, remember that even that great strong tree, the oak, began at first as a little acorn lying on the ground. – *Baden-Powell*



## Camp Staff Service Awards

Since 2011, the Tuckahoe Camp Staff has awarded pewter pins to honor its members for periods of service greater than the four years recognized by the acorn necklace and its beads. These pins are shaped like a leaping deer, long a symbol of Camp Tuckahoe. Staff members who serve for five years receive a silver pin. Those who serve for ten years receive a gold pin, and those who serve for at least 25 years receive a painted pin.

Service at other camps does not count toward these service awards. Neither does any contributions made prior to the staff member's fourteenth birthday. The service need not have been paid work, but volunteer service of a very short duration would not count. Volunteering for at least several weeks in the summer would be expected. Staff members do not receive credit for any season in which they were released before the end of their contracted term.

The pin should be worn over the Staff Patch or upon the flap of the left chest pocket of the BSA Field Uniform.



*Silver Deer Pin  
Five Years of Service*

*Gold Deer Pin  
Ten Years of Service*

*Painted Deer Pin  
Twenty-Five Years of Service*

### TUCKAHOE CAMP STAFF HONOR ROLL

#### Silver Deer Pin:

Bob Bennett	1971, 1972, 2003, 2007, 2008, 2011, 2012, 2015	Kyle Noel	2007 - 2010, 2012 - 2013
Alex Bollis	2007 - 2011	Ferd Prehn	2007 - 2010, 2012 - 2015
Colby Boyd	2007 - 2011, 2014-2015	Matt Ruth	2006 - 2010, 2013
Kevin Bush	2008 - 2011, 2013	Sean Severt	2007 - 2011
Steven Bush	2007 - 2011, 2014	Robert Shirley	2006 - 2007, 2009 - 2010, 2012 - 2016
Mikey D'Ercole	2007 - 2011	Daniel Simms	2007 - 2011
Candi Gurreri	2009 - 2014	Matt Spahr	2008 - 2015
Brandyn Holtzinger	2006 - 2011	Kiersten Weidner	2004 - 2012
Derek Whitesel	2006, 2008 - 2012	Jarred Strine	2012 - 2016
Jen Wiley	2012 - 2016	Daniel Klimkowski	2012 - 2016

#### Gold Deer Pin:

Scott Holbrook	2000 - 2016
Patrick McCormack	2002 - 2016
Kevin Messner, M.D.	2004 - 2016
Todd Weidner	1999 - 2016
Keith Insley	2004 - 2011, 2015 - 2016

#### Painted Deer Pin:

Bill Grandia	1970s - 2015*
Bill Scantling	1970s - 2016

\*Bill Grandia appears to hold the record for most years of service to Camp Tuckahoe.



## ***Staff Cheers***

### *Staff Cheer 1* (call and response)

Knock, knock!           Who's there?  
 Al!                       Al who?  
 Al-reema, al-rama, al-reema, rama, rama,  
 Come seven, come eleven,  
 Come rickety, ranty, shanty town,  
 Who can knock camp staff down?  
 Nobody, nobody can! Hooah!  
 Nobody, nobody can! Hooah!  
 When you're up, you're up,  
 When you're down, you're down,  
 When you're up against camp staff,  
 You're upside down!  
 Kick 'em in the head,  
 Kick 'em in the feet,  
 Camp staff, camp staff, can't be beat!  
 Yay, camp staff!

### *Staff Cheer 2*

Give a yell, give a yell,  
 Give a big, successful yell,  
 And when we yell, we yell real loud,  
 And this is what the heck we yell:  
 Amen! Amen! Amen-diego, San Diego,  
 Baby in a high chair, who put her up there?  
 Rah, rah, sis-boom-bah,  
 Tuckahoe Camp Staff, rah, rah, RAH!

## ***Prayers at Meals***

### **The Tuckahoe Grace**           *For Any Meal*

For food, for raiment, for opportunity, for friendship and fellowship, we thank Thee, O Lord. Amen.

*Experienced Scouts recognize the similarity between this and the Philmont Grace. No official explanation for this similarity has been discovered. The most likely explanation is that a local Scouter returned from a trip to Philmont and decided to appropriate its traditional prayer before meals. A single phrase ("for life") was then either purposely or errantly omitted to give us the grace we regularly recite. Interviews with 1948 staff members indicate it was not used in that season, and we cannot be sure when its use began. Be prepared to explain to campers that "raiment" means "clothing."*

### **A Breakfast Grace**

Gracious Giver of All Good,  
 Thee we thank for rest and food,  
 Grant that all we do or say,  
 May in Thy service be this day.

### **A Lunch Grace**

Father, for this noon day meal,  
 We would speak the praise we feel,  
 Health and strength we have from thee,  
 Help us, Lord, to faithful be.

### **A Supper Grace**

Tireless Guardian on our way,  
 Thou has kept us well this day,  
 While we thank Thee, we request,  
 Care continued, pardon, rest.

### **A General Grace**

Be present at our table, Lord.  
 Be here and everywhere adored.  
 These mercies bless and grant that we,  
 May love and serve and honor Thee.



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### GENERAL STAFF RESPONSIBILITIES

Each camp staff member and CIT has the following responsibilities, regardless of his or her specific job assignments:

1. To perform any duties as assigned by the camp director, program or the staff member's immediate supervisor.
2. To keep clean his working area, living quarters, program area, and the entire camp.
3. To live and sleep only in the quarters assigned to him or her by the Camp Director.
4. To use the Scout Oath and Law in all of his endeavors at camp.
5. To assist and perform in all camp-wide activities, such as, campfires and skill events, as scheduled and as requested. All staff members and CITs must attend Sunday and Friday night campfires as scheduled unless assigned elsewhere (e. g., to man CAMP OFFICE) by the camp director.
6. To provide written reports and evaluations of their areas in camp, including Scout advancement records, incidents of note, suggestions for improvement, unit evaluations, staff evaluations, etc.
7. To obtain advance permission from your immediate supervisor, and program director or the camp director, when it is necessary for you to be absent from or to leave the camp other than during your approved time off-duty.
8. To sign out any time when leaving camp, and sign in immediately upon your return to camp. Use the sign-out/sign-in books provided.
9. To wear the official uniform in camp unless otherwise advised by the camp director or program director.
10. To help make sure that under no circumstances are alcoholic beverages or un-prescribed, controlled substances allowed in camp.
11. To set the example at all times for campers and leaders. Staff members' behavior must always be Scout-like and beyond reproach. (You are what you look like. If your appearance is not first-rate, then your service to Scouting and to our campers will appear to be in need of improvement. The camp's reputation could be spoiled by the appearance, actions, or speech of one person.)
12. To support the policies of the camp management, the New Birth of Freedom Council, and the Boy Scouts of America.
13. To fill out an incident report form, in the event of an unusual occurrence of any type. When in doubt, fill one out. You will not discuss any such incident with the news media. The Scout Executive and council officers will handle public and/or police relations in such cases. However, you may speak with the news media for camp promotion if the Camp Director so advises. You are not authorized to make an initial report about any incidents involving the camp, its staff or campers, on your own. Only the Camp Director, Program Director, Health officer or Camp Ranger may call the police or 911 to camp.
14. To demonstrate good courtesy by following the proper channels in settling disputes, resolving problems ("opportunities"), etc. It is a wise practice to notify your supervisor if you find it necessary to "go over his head."



## PROGRAM DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 21
- Complete National Camping School (Boy Scout and Cub Scout Program Sections)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to observe all areas of camp, including outpost sites by hiking to them

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Oversee all aspects of the summer camp program.
- Help to develop summer camp programs and coordinate a schedule that will afford adequate opportunities for all units and individuals to participate in them.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel the camp program staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Ensure the responsible use of camp property and equipment by camp program staff.
- Coordinate the timely requests for additional camp supplies.
- Monitor the working and living conditions of camp program staff.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Conduct Senior Patrol Leader meetings to promote inter-troop and camp-wide activities.
- Mentor counselors-in-training.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp director.
- Prepare weekly and seasonal reports tracking Boy Scout advancements attempted and earned.
- Foster an open and ethical working environment to promote staff morale.
- Assume operational management of the camp during the camp director's absence unless instructed otherwise.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.



## **BUSINESS MANAGER**

### **Qualifications:**

- 
- High moral character
- Member of the Boy Scouts of America
- Minimum age 21
- Familiarity with Camp Tuckahoe facilities and traditions
- Experience in accounting, customer service, and office management
- Auditory and oral abilities to effectively communicate

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Oversee all operations of the trading post and camp office.
- Place and track all orders for trading post, program, and maintenance supplies.
- Verify accuracy of trading post inventories and register reports.
- Prepare and distribute all pre-camp orders.
- Manage the administrative elements of the check-in process.
- Prepare and submit USDA milk reports.
- Make daily bank deposits.
- Maintain the petty cash account.
- Sell visitor meal tickets (including barbecue tickets).
- Provide internet and print publication support.
- Maintain employee files and time cards.
- Coordinate with the program director to establish a night clerk schedule.
- Monitor the working and living conditions of camp support staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel the camp support staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.



## CAMP COMMISSIONER

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Complete National Camping School (Commissioner Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to observe all areas of camp, including outpost sites, by hiking to them

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Assist the program director in managing camp programs and developing recognition programs.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Cultivate productive relationships with and among unit leaders.
- Assist in camp staff training and staff orientation.
- Contribute to staff development and evaluations.
- Monitor the working and living conditions of campers and staff.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Mentor counselors-in-training.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp director.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## QUARTERMASTER

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to complete outdoor maintenance projects (digging, mowing, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp ranger.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Manage inventories.
- Complete all other duties as assigned by the Camp Director.



## AQUATICS DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 21
- Complete National Camping School (Aquatics Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to engage in and instruct all available water sports and activities

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Monitor the working and living conditions of assigned staff.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## AQUATICS STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- BSA Lifeguard Certification (or Equivalent)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to engage in and instruct all available water sports and activities

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## **BUFFALO BRAVES DIRECTOR**

### **Qualifications:**

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to participate in and instruct all aspects of outdoor skills

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Monitor the working and living conditions of assigned staff.
- Complete periodic reports accounting for assigned personnel and equipment.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## **BUFFALO BRAVES STAFF**

### **Qualifications:**

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to participate in and instruct all aspects of outdoor skills

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## COPE DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 21
- Complete National Camping School (COPE Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to climb, rappel, belay, and access remote areas of camp property by hiking

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## COPE STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to climb, rappel, belay, and access remote areas of camp property by hiking

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## HANDICRAFT DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to traverse the camp property for program activities (ie rocket launches, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Monitor the working and living conditions of assigned staff.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## HANDICRAFT STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to traverse the camp property for program activities (ie rocket launches, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## HEALTH & SAFETY DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to participate in and conduct physical fitness training

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## HEALTH OFFICER

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Complete, at a minimum, the medical training required by the BSA National Camp Standards
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to respond to emergency medical situations

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp director.
- Provide health care services appropriate to his level of training.
- Maintain adequate quantities of appropriate medical supplies.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.



## NATURE DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Complete National Camping School (Ecology/Conservation Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to access remote areas of camp for wildlife observation by hiking

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## NATURE STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to access remote areas of camp for wildlife observation by hiking

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## SCOUTCRAFT DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Complete National Camping School (Outdoor Skills Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to participate in and instruct all aspects of outdoor skills

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## SCOUTCRAFT STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to participate in and instruct all aspects of outdoor skills

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## SHOOTING SPORTS DIRECTOR

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 21
- Complete National Camping School (Shooting Sports Section)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to lift and transport heavy objects (cases of ammunition, targets, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## SHOOTING SPORTS STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to lift and transport heavy objects (cases of ammunition, targets, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## TRADING POST MANAGER

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to lift and transport heavy objects (cases of soda, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the business manager.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Manage store inventories.
- Develop and implement loss prevention techniques.
- Complete all other duties as assigned by the Camp Director.

## TRADING POST STAFF

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to lift and transport heavy objects (cases of soda, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the business manager.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## **WATERFRONT DIRECTOR**

### **Qualifications:**

- High moral character
- Member of the Boy Scouts of America
- Minimum age 18
- BSA Lifeguard Certification (or Equivalent)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to engage in and instruct all available water sports and activities

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Complete periodic reports accounting for assigned personnel and equipment.
- Monitor the working and living conditions of assigned staff.
- Submit accurate advancement reports to the Program Director at the end of each session.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Train, supervise, evaluate, and counsel assigned staff in the execution of their duties.
- Assist in camp staff training and staff orientation.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the camp director immediately.
- Complete all other duties as assigned by the Camp Director.

## **WATERFRONT STAFF**

### **Qualifications:**

- High moral character
- Member of the Boy Scouts of America
- Minimum age 16
- BSA Lifeguard Certification (or Equivalent)
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to engage in and instruct all available water sports and activities

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## COUNSELORS-IN-TRAINING

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 14
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to undertake any duty regularly performed in program areas

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the program director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## CAMP CLERK

### **Qualifications:**

- High moral character
- Member of the Boy Scouts of America
- Minimum age 15
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Computer and telephone skills

### **Duties:**

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the business manager.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



## DINING HALL STEWARD

### Qualifications:

- High moral character
- Member of the Boy Scouts of America
- Minimum age 17
- Possess a working knowledge of Cub Scout and Boy Scout programs
- Familiarity with Camp Tuckahoe facilities and traditions
- Auditory and oral abilities to effectively communicate
- Physical ability to lift and transport heavy objects (tables, dish racks, etc.)

### Duties:

- Exemplify all aspects of the Scout Oath and Law and serve as a role model for staff and Scouts.
- Communicate with unit leaders, Scouts, visitors, and staff.
- Maintain high standards of personal appearance and hygiene.
- Attend all meals and camp-wide activities unless excused by the camp director.
- Obey and enforce all applicable policies, practices, and procedures approved by the New Birth of Freedom Council and the Boy Scouts of America.
- Know, understand, and implement emergency action plans when needed.
- Relay any issues that could impact the safe or successful operation of camp to the area director immediately.
- Complete all other duties as assigned by the Camp Director.



# FRIENDS OF TUCKAHOE

New Birth of Freedom Council, BSA  
One Baden Powell Lane | Mechanicsburg, PA 17050

Dear Scouters:

The New Birth of Freedom Council has created a group dedicated especially to Camp Tuckahoe. This group will work to ensure that Tuckahoe continues to provide appropriate facilities and quality programs, both now and in the future.



**The group's goals are:**

- *To provide service to Camp Tuckahoe*
- *To offer camperships for Camp Tuckahoe*
- *To promote the use of Camp Tuckahoe*
- *To support facility and program improvements at Camp Tuckahoe*

**Membership:**

Membership is open to any individual who is willing to contribute \$10.00 annually to the *Friends of Tuckahoe*. Please join us in this endeavor by completing and returning the form below, along with your contribution, to the address provided. You will receive an invitation to attend the group's next meeting.

If you have any questions, please feel free to contact [todd.weidner@scouting.org](mailto:todd.weidner@scouting.org)  
Meeting notifications and minutes are provided via e-mail as well as occasional news items.

## Friends of Tuckahoe Application

Friends of Camp Tuckahoe, New Birth of Freedom Council  
One Baden Powell Lane, Mechanicsburg, PA 17050

Annual Dues are \$10.00 for an individual or \$20.00 for a family.  
Please make checks payable to New Birth of Freedom Council.

Name(s): \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Phone #: \_\_\_\_\_

Email: \_\_\_\_\_

Cost Center: 795

### Payment Information

Individual **(\$10)** \_\_\_\_\_

Family **(\$20)** \_\_\_\_\_

Donation: \_\_\_\_\_

Total: \_\_\_\_\_

Meeting notifications and minutes are provided via e-mail as well as occasional news items.



# CAMP STAFF EVALUATION FORM

Staff Member: \_\_\_\_\_ Position: \_\_\_\_\_

Evaluation Date: \_\_\_\_\_ Supervisor: \_\_\_\_\_

(Rating Scale: 1 = poor 2 = Below Average 3=Average 4 = Above Average 5 = Outstanding N = Not Observed)

<b>ATTITUDE</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
Shows motivation and enthusiasm in all situations						
Projects a cooperative attitude toward co-workers and supervisors						
Accepts suggestions and criticisms						
Demonstrates common sense, maturity, and good judgement						
Exhibits a approachable and friendly demeanor to campers, staff, and parents						
Demonstrates an appreciation for teamwork						
Staff member is a willing volunteer, willing to go the extra to help someone						
Staff member treats others with respect even if they are not receiving it in return						
Respects differences in beliefs						
<b>LEADERSHIP RESPONSIBILITIES</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
Is a positive role model to both participants and staff						
Looks for ways to improve the program/help the program						
Communicates effectively with staff and participants						
Keeps alert to safety issues at all times						
<b>RELIABILITY</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
Is punctual in all responsibilities; carries out scheduled activities						
Is dependable and timely in following through on assigned tasks						
Can be trusted to carry out program goals with a cooperative attitude						
Does the right thing even when no one is watching						
Demonstrates the courage to do the right thing even if the crowd goes against them						
Respects NBOFC in a positive way and adheres to its polices						
<b>APPEARANCE</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>N</b>
Wears the required staff uniform daily (including costuming)						
Staff member is clean						
Staff member keeps personal and work areas clean on a daily basis						

If any of the areas above are poor or below average, please discuss ways the staff members plans to strengthen their skills in these areas. List three of his personal goals for improvement here:

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## Scouting Skills

The best staff members will always strive to improve.

Please list three ways in which this staff member has been working to improve his knowledge and skills in this program area.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Please list two ways in which this staff member plans to continue improving his knowledge and skills in this program area.

1. \_\_\_\_\_
2. \_\_\_\_\_

### ***Additional Efforts***

Please list any additional duties this staff member has volunteered to perform in addition to his basic job description (i.e. OA Camp Chief, Tour Guide, Bugler, Color Guard, etc.).

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Please list any innovative programs this staff member has developed for use this year (this may include something done differently than in past years or something completely new).

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### ***Supervisor's Evaluation***

Comparing this staff member to his peers, how would you rate his value to the camp in his current position? (Circle One)

Among the Worst	Below Average	About Average	Above Average	Among the Best
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Comparing this staff member to his peers, how would you rate his ability to handle greater responsibilities next year? (Circle One)

Among the Worst	Below Average	About Average	Above Average	Among the Best
-----------------	---------------	---------------	---------------	----------------

Please list any other positions on camp staff for which you would recommend this staff member:

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\_\_\_\_\_  
Staff Member

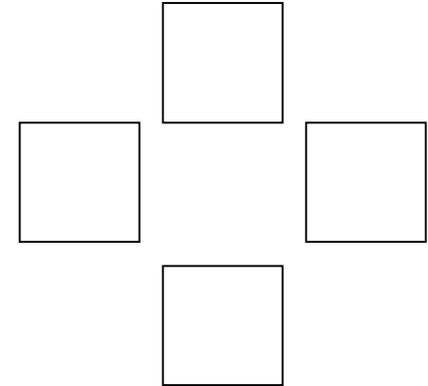
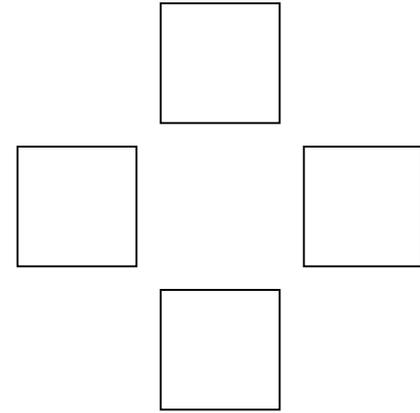
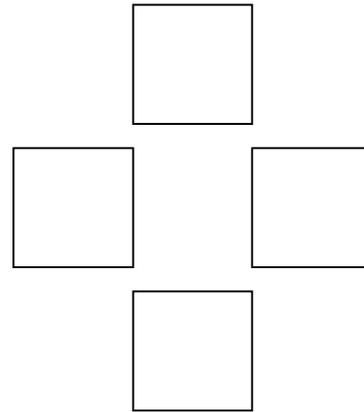
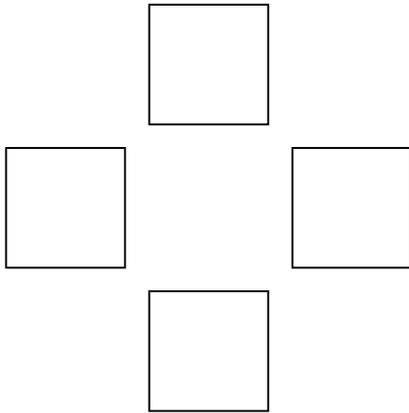
\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Senior Supervisor

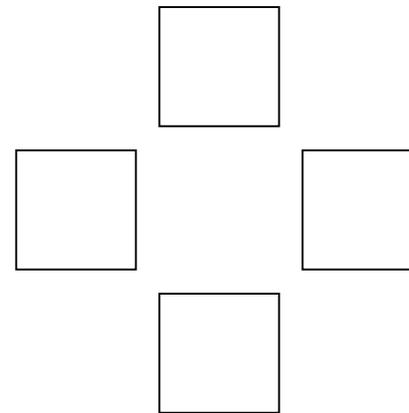
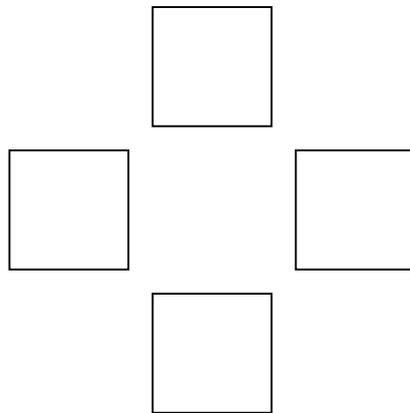


↑  
Health  
Lodge

↙  
Trading  
Post



↙  
Bridge



Shows  
Laundry  
Lounge

# *Tuckahoe Staff City*

