Outdoor Programs Committee Guide

BOY SCOUTS OF AMERICA®

Outdoor Programs Committee Guide

BOY SCOUTS OF AMERICA®

FULFILL THE PROMISE

Youth join a unit because Scouting provides the excitement and adventure of camping in the great outdoors. They want to share that excitement with friends.

The key to fulfillment is in the hands of council and district Scouters like yourself. You can unlock the door to adventure so that one day they will say: "It was all that I hoped for and more!"

Note: This publication is available in digital format for download and use at www.scouting.org/outdoorprogram. Please feel free to provide comments and recommendations by email to outdoorprograms@scouting.org.

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Camping and outdoor activities are important responsibilities of the program/activity function—one of the four major functions that every council must fulfill in order to provide successful Scouting. These four functions are described more fully in two basic references: *The Council* and *The District.*

The Outdoor Programs Committee

Vision

The camping and outdoor program is an exciting and essential element of the Boy Scouts of America. Camping and outdoor program activities will deliver adventure, challenge, teamwork opportunities, confidence building, fun, and other new and exciting experiences. Camping and outdoor program activities will lead to self-reliance, self-confidence, and leadership, and will enhance the traditional aims of Scouting: citizenship, character development, and mental and physical fitness consistent with the Scout Oath and Scout Law. Safe, responsible, and successful outdoor activities will entice youth to become members of the Scouting organization and benefit from its values and character-building activities.

The Purpose of the OPC

The Mission

The outdoor programs committee (OPC) is a critical leadership group entrusted with safely delivering the outdoor adventure that youth and adults expect and that lead to self-discovery and character development. The committee plans and oversees the council outdoor program and the facilities that are needed to support the program. Under the OPC's leadership, all elements of the Scouting outdoor program collaborate to understand the market needs, develop relevant programs, and deploy facilities and resources to most effectively meet demands of increasingly diverse youth and adult populations. The national Scouting organization provides support for market analysis through BSA Research and Innovation.

The dynamics of an adventure-oriented camping and outdoor program require expertise in multiple skill areas, including aquatics, fishing, shooting sports, high adventure, and COPE/climbing. The national Scouting organization provides support in these areas, and a number of councils have developed committees with local subject-matter experts who should be closely connected with, or part of, the outdoor programs committee. Other key resources that support camping and outdoor program are the council outdoor ethics advocate, who oversees Scouting's Leave No Trace and related programs, the Order of the Arrow lodge, the conservation, health and safety, and risk management committees, and other special committees that serve unique constituents, e.g., special needs, inner-city, and ethnic cultures.

A number of Boy Scout publications support the work of the OPC, including the *Camp Property Outdoor Program Analysis* guide, the *Guideline for the Disposition of Council Properties*, the *Boy Scout Strategic Planning* guide, the *Order of the Arrow Strategic Plan*, the *Boy Scout Handbook*, and the *Fieldbook*.

The committee is responsible for:

1. Inspiring youth and leaders to conduct meaningful and exciting outdoor programs at all levels, including the unit, district, and council.
2. Strategically developing and deploying camping and program resources, properties, and facilities needed to deliver relevant programs.
3. Ensuring proper emphasis and understanding of the needs of an increasingly diverse youth and adult population.
4. Anticipating emerging needs of youth and parents.
5. Planning and delivering program that can exceed the expectations of the diverse population.
6. Continually developing and ensuring maintenance of camps.
7. Promoting and marketing council and national program and camping facilities.
8. Facilitating collaboration among expert functional resource groups/committees to provide relevant, safe, sustainable, and exciting camping and outdoor programs.

Success is defined by:

1. **Annual increases in camping and outdoor activities by Scouting units and youth, as measured by number of camper days/nights, increased market share or density of campers versus youth population.**
2. **Expanded use of camp facilities year over year, as measured by total camper/participant days and nights use, use by other youth-serving organizations, use by business, etc.**
3. **Financial performance of camp programs and facilities that recovers costs and supports sustainable operations long-term.**
4. **Alternative use of camp facilities by other youth-serving organizations, schools, and businesses.**
5. **Long-term planning to meet strategic needs, facility growth, sustainable facilities maintenance, and market expectations.**

Organization of the Council Outdoor Programs Committee

The OPC is responsible for one of the most important and visible council operations. It oversees the success of the outdoor program, large property investments, significant annual operating expenditures and revenue opportunities, and quality components that attract youth and adult involvement. The committee should be organized in a very prominent position within the council governance structure (board of directors). Some council organization structures place the camping and program committees as part of the vice president-program or vice president-properties function. The prominence of the OPC responsibility may justify the appointment of a vice president-camping and outdoor programs.

The following chart identifies the key council committees and operations that should work in harmony with the OPC. All are focused on outdoor program for the wide range of interests that serve the increasingly diverse youth population. The OPC should serve as the focal point for these areas of expertise and represent the needs of these council constituents to the executive leadership on the executive board. Where possible, council and district youth leaders should participate as voting members.

Refer to the "Partner Committees With OPC" section of this guide (page 22).

Detailed position and task descriptions are in Appendix 1.

Outdoor Program

Outdoor activity is the most appealing feature of the Scouting program. Youth are drawn to it because it offers fun in hiking, camping, swimming, boating, canoeing, high-adventure experiences, and touring. This appeal is woven into the program from Cub Scouting through Boy Scouting, Varsity Scouting, Sea Scouting, and Venturing. Underlying the appeal of fun and adventure in the outdoors are the serious purposes of Scouting.

Outdoor activities provide a vehicle for the achievement of Scouting's primary goals, which are to provide youth an effective program designed to build desirable qualities of character, to train them in the responsibilities of participatory citizenship, and to develop in them personal fitness, thus helping in the development of American citizens who:

- Are physically, mentally, and emotionally fit.
- Have a high degree of self-reliance as evidenced in such qualities as initiative, courage, and resourcefulness.
- Have personal and stable values firmly based on religious concepts.
- Have the desire and skills to help others.
- Understand the principles of the American social, economic, and governmental systems.
- Are knowledgeable about and take pride in their American heritage and understand America's role in the world.
- Have a keen respect for the basic rights of all people.
- Are prepared to fulfill the varied responsibilities of participating in and giving leadership to American society and the forums of the world.

The OPC must understand the fundamentals of each of the phases of Scouting as plans are made to meet the outdoor program needs of Cub Scouting, Boy Scouting, Varsity Scouting, Sea Scouting, and Venturing.

Camping Program

Councils budget considerable resources for the development, maintenance, and operation of camp properties. The OPC should regularly conduct a fresh analysis of each camp program and property with the intent of "looking outside the tent" to evaluate the diverse needs of constituents and emerging opportunities to present programs that attract users. Council programs compete with other activities that attract youth. Scouting programs and property resources are exceptional, and the challenge to the OPC is to be sure they are relevant, attractive, quality, timely, affordable, well-promoted, and planned and conducted in a fashion that protects or maintains the natural values of the property. The camping program generates significant costs and revenue opportunities. The program should be operated as a business opportunity that generates positive cash flow to contribute to council operations. Councils should consider plans that would deploy camping resources with high utilization goals, e.g., a resort management concept of multiple programs, alternative youth program and business clients, weeklong and year-round use.

With this perspective, the OPC should ask: "What programs do we offer at the camp now and what should we offer in the future?" This review starts with a top-to-bottom analysis of the program, the diverse needs of constituents, and a financial analysis focused on the return on investment in camps based upon revenue and fees, costs, number of days used, types of use, marketing requirements, the base and diversity of customers. (See the "Financial Model and Analysis—Budgets and Management" section for a model example and financial analysis tool.)

A consideration for the OPC and council is whether ownership and operation of physical camp facilities is necessary. Many councils provide fully successful outdoor programs utilizing leased facilities or those of adjacent councils.

The outdoor programs should meet the age-appropriate needs of youth, including:

Cub Scouting

The OPC should have one or more members who are thoroughly familiar with requirements of the Cub Scout outdoor program. Refer to the *Cub Scout Leader Book*, No. 33221. Cub Scouting is a family-based program where outdoor activities require council-sanctioned, improved public sites such as neighborhood parks, playgrounds, picnic areas, and nearby organized overnight campgrounds. Most boys join Cub Scouting because of the promise of outdoor adventures. Here is an excellent environment for Cub Scouts to develop character, citizenship, and personal fitness while learning to be resourceful, self-reliant, and respectful of other people and the natural world. As they participate in the outdoors and learn to become a team member, they gain an awareness and appreciation of the natural world around them. Introducing Cub Scouts to the fun and skills acquired in the outdoors will benefit them as they grow and mature with enthusiasm throughout the program. A superb Cub Scout outdoor program increases retention and prepares a boy to become a Boy Scout.

There are many opportunities for Cub Scouts to enjoy a variety of outdoor experiences as they participate in den and pack events. All outdoor program activities are under the direction of adults and should be age-appropriate and suitable to the abilities of the boys. Refer to Age-Appropriate Guidelines for Scouting Activities online at www.scouting.org and the *Guide to Safe Scouting*, No. 34416. Packs may be required to submit a tour and activity plan to their council when traveling as a den or pack to an event, based on their local council policy. Chapter 4 of the *Cub Scout How-To Book*, No. 33832, contains ideas for outdoor programs.

Councils are highly encouraged to maximize the camping season and provide outdoor events attractive to the needs of Cub Scouts and their families. The Wagonmaster and Campmaster programs, found at www.scouting.org/BoyScouts/Campmasters/01.aspx, may be an additional source of weekend leadership. The OPC should consider the recommendations in the *Cub World Planning and Program Guide.*

Types of Cub Scout Camping and Outdoor Activities

Cub Scout Day Camp. Day camp is an organized one- to five-day program for Cub Scouts, conducted by the council under certified leadership at an approved site during daylight or early evening hours. Day camps do not include any overnight activities. The day camp is "the camp that comes to the boy"; therefore, a council should arrange site locations convenient for maximum participation by all Tigers and adult partners, Wolf and Bear Cub Scouts, Webelos Scouts, and supervising adults. Refer to *Cub Scout Day Camp*, No. 430-338, and the National Camp Accreditation Program standards available at www.scouting.org/ncap.

Sample Cub Scout activities include:

- Field trips
- Day hiking
- Picnics
- Field/game days
- Pack day adventures
- Swimming
- Campfire programs
- Outdoor cooking
- Ceremonies
- Nature and conservation experiences
- Service projects
- Camping opportunities
- Resident camp
- Special Webelos weekend events at resident camp

Cub Scout/Webelos Scout Resident Camp. Cub Scout and Webelos Scout resident camping is a council-organized, theme-oriented overnight camping program. It operates for at least two consecutive nights and is conducted under certified leadership at a camp approved by the council.

Councils are advised to rotate program themes on a cycle of at least four years to assure that returning campers will always have a new adventure every year. Refer to the National Camp Accreditation Program standards available at www.scouting.org/ncap.

Webelos Den Overnight Camping. The Webelos den overnight camp event is held at a council-approved location with Webelos accompanied by a parent or guardian and at the direction of the Webelos den leader, who is trained using *Outdoor Leader Skills for Webelos Leaders*, No. 511-336. Webelos dens are also encouraged to participate in joint overnight campouts with a Boy Scout troop of their choice (with coordination between the Webelos den leader and troop leaders), but they may not participate in Boy Scout activities such as backpacking or climbing.

Webelos-Ree. The Webelos-Ree is a district- or council-sanctioned overnight camping experience for Webelos Scout dens with parents and den leaders. This is a camporee-style event with program activities planned for the ability level of Webelos Scouts at a council-approved location. Key staff members should be trained using *Outdoor Leader Skills for Webelos Leaders*, No. 511-336, and *Basic Adult Leader Outdoor Orientation (BALOO)*, No. 34162. Boy Scouts should participate only in a leadership and support capacity. A program guide, Conducting a Webelos-Ree, is available online or at the local council.

Pack Overnighters. These are pack-organized overnight camping events at a council-sanctioned location involving more than one family from a single pack. Outdoor activities are family-based within the ability groups of siblings as well as Cub Scouts. Refer to Pack Overnighter Site Approval Form, No. 13-508. Each youth is the responsibility of a parent or guardian and BSA health and safety and Youth Protection guidelines apply. At least one of the on-site adult participants giving leadership to a pack overnighter must have completed *Basic Adult Leader Outdoor Orientation (BALOO)*, No. 34162. Permits for overnighters will be issued and tour plans will be required according to council policies.

Council-Organized Family Camp. Council-organized family camps are overnight camping activities involving more than one Cub Scout pack. Refer to "Family Camping and Outdoor Activities" on page 11.

Portable Outdoor Program. Cub Scout outdoor and camping activities may best serve more boys and families when delivered on a mobile basis to selected geographic and/or demographic locations. A creative approach called Portable Outdoor Program (POP) may provide an alternative for increasing youth participation. The POP concept makes outdoor events available to a greater number of Cub Scouts by taking a superb mobile program to several locations. Taking outdoor program events to the boys versus youth and parents traveling to central locations to attend the events may increase participation, recruiting, and retention.

Boy Scouting

Outdoor adventure is the promise made to boys when they join Scouting. Boys yearn for outdoor activities that stir their imagination and interest. In the outdoors, boys have opportunities to acquire skills that make them more self-reliant. They can explore canoe and hiking trails and complete challenges they first thought were beyond their ability. Hiking, campouts, extended camping trips, tours, and expeditions are a vital part of the Boy Scout experience. The lure of these adventures is the reason most youth join. Attributes of good character become part of a boy as he learns to cooperate to meet outdoor challenges that may include extreme weather, difficult trails and portages, and dealing with nature's unexpected circumstances.

Scouts plan and carry out age-appropriate activities with thoughtful guidance from their Scoutmaster and other adult leaders. Good youth leadership, communication, and teamwork enable them to achieve goals they have set for themselves, their patrol or squad, and their troop or team. Learning by doing is a hallmark of outdoor education. Unit meetings offer information and knowledge used on outdoor adventures each month throughout the year. A leader may describe and demonstrate a Scouting skill at a meeting, but the way Scouts truly learn outdoor skills is to do them on a troop outing. The simple skills essential to living in a primitive setting are inherent in the Boy Scout program. The boy learns to respect and conserve his natural surroundings.

Camping and outdoor activities put meaning into the patrol method. Troop meetings offer an opportunity to prepare for monthly campouts. Monthly campouts help a Scout prepare for the troop's annual long-term camping experience. Councils should consider making equipment for camping available to units on a loan or rental basis, as needed.

Types of Boy Scout Camping and Outdoor Activities

Day hikes. Reasonably short hikes (three to 10 miles) in terrain without a lot of elevation gain or loss.

Service projects. Daylong projects that may be related to conservation, food collection, building shelter, or healthy living activities. These are part of the Journey to Excellence initiative, and the results should be entered at www.scouting.org/jte.

Patrol activities. A Boy Scout patrol or Varsity Scout squad may hike or camp with other patrols or squads in the unit or, with the permission of their Scoutmaster and parents or guardians, may, with adult leadership as required by BSA guidelines, hike or camp on their own.

Weekend overnights. Troops that plan and carry out outings once a month attract and retain boys at a much higher level than those that have fewer outings during the year.

Summer camp. It is what many Scouts enjoy. Camp programs provide opportunities for Scouts to earn merit badges along their advancement trail. Resident Scout camping includes at least five nights and six days of outdoor activities.

Camporees. Councils and districts plan camporees and other outings during the year that give Scouts an opportunity to test their knowledge and skills in competitive events with other troops and patrols.

Council resident camps. A council-operated facility that offers age-appropriate programs that serve the needs of first-year campers as well as older returning Scouts. A high-adventure component is especially important to retain the interest of older Scouts. Scheduling program areas and equipment must be designed to foster a quality experience throughout all stages of Boy Scouting.

When developing a year-round schedule for a resident camp, the council could consider:

- Plans and programs to affect maximum utilization of the camp during school breaks and holidays
- Offering some sessions of different lengths, including Sunday through Saturday, Monday through Saturday, longer sessions (10 days, for example), and weekend special-event sessions
- Adding special programs, including outdoor adventure experiences, the addition of non-typical merit badge counselors to some sessions, or additional Eagle-required merit badges
- Adding provisional leadership to some sessions that make it possible for Scouts to attend camp who could not otherwise attend with their units

Jamborees. Every four years, the Boy Scouts of America hosts a national Scout jamboree. More than 40,000 Scouts and leaders from across the country participate in this 10-day event filled with the most popular and highest quality outdoor activities Scouts enjoy. To participate, a Scout must be at least 12 years of age by July 1 of the jamboree year and be a First Class Scout. Venturers and Sea Scouts also may participate.

Council high adventure. A high-adventure experience includes at least five nights and six days of trekking in wilderness and other rugged, remote locations. Trekking may include backpacking, canoeing, mountain biking, horse

packing, mountain climbing, ski touring, rafting, kayaking, or a host of other outdoor adventures. Participants must be at least 13 years old by January 1 of the year in which they participate.

Councils should consider the advantages of making available specialized equipment needed for high-adventure activities (canoes, backpacking stoves, water treatment equipment, backpacks, climbing equipment, etc.) on a loan or rental basis to individuals or units who may not have all the equipment needed for a successful high-adventure activity.

National high adventure. The BSA operates national high-adventure bases and programs. With locations in the Florida Keys, Bahamas, and Virgin Islands, the Florida National High Adventure Sea Base offers a variety of aquatic and boating programs. The Northern Tier National High Adventure Program, based in northern Minnesota with two satellite bases in Canada, provides a variety of canoe treks and programs. Philmont Scout Ranch in the mountains of New Mexico provides excellent backpacking treks. The Summit Bechtel Family National Scout Reserve in south-central West Virginia provides summer camp for the older youth, backpacking, rock climbing, whitewater rafting, and national jamboree experiences. Age requirements for these programs vary, but most programs are rugged and designed for older Scouts.

Unit high adventure. The highest level of challenge for a troop, team, Venturing crew, or Sea Scout ship is to plan and carry out its own high-adventure experience. These activities for more experienced Scouts are planned and implemented by youth members with coaching from their adult leaders.

Councils may consider making a resident camp available as a base camp for a unit high-adventure activity. Units preparing to depart on a high-adventure trek could arrive at the resident camp on a departure day during a standard resident camp session, draw food and other supplies, check out equipment, complete medical recheck, etc., and depart on their trek before the campers for the next resident session arrive. For units that do not have adult leadership with sufficient experience to conduct a high-adventure trek, the resident camp could provide an adult BSA National Camping School high adventure–trained leader to accompany the unit. All BSA high-adventure guidelines apply.

Varsity Scouting

Varsity Scouting is an exciting BSA program for members ages 14 through 17, with emphasis on advancement, high adventure, personal development, service and special programs and events. Varsity Scout teams may focus on a sport(s) that require(s) preparation for competition as well as high-adventure activities.

The program is designed to challenge the spirit and talents of teenage young men in the planning, preparation, and participation (the three P's) for older youth experiences, including:

- High adventure. Challenging, exciting outdoor and camping activities
- Advancement. Pursuit of Scouting ranks of Eagle and Eagle Palms, as well as the Varsity letter and other group and individual awards
- Service. Quality service to others in the community, school, church, and neighborhood
- Personal development. Experiential learning that leads to ethical and character development
- Special events. Youth-planned and -deployed activities that are exciting, challenging, and character building

Outdoor experiences might include a local council Varsity Scout camp, winter rendezvous, military base exploration, weekend mini-high adventure, etc., as well as activities outside the district and council that are appealing as high adventures for youth of this age. All are designed to encourage character development, citizenship, and personal fitness based on the principles of the Scout Oath and Scout Law.

To obtain maximum use of resident camp(s) during the peak periods when the camp is open each year (summer periods when schools and colleges are not in session, other school vacation periods and weekends, etc.), a council could consider adding Varsity sessions to the summer resident calendar. Varsity sessions could include specialized weekend, half-week, or full-week programs with activities specifically selected for Varsity-age youth. Varsity Scouts could attend resident camp during their own sessions, and/or could also be scheduled during regular Boy Scout resident sessions, provided there are sufficient program opportunities for the older young men in the Varsity Scouting program.

Venturing and Sea Scouting

A camping experience for Venturers should be fun and exciting. Your council's Venturing or Sea Scouting camping experience can be the highlight of a young person's year. These camping experiences are unique from Boy Scout camping and should be designed with the interests of young adult men and women (age 14–20, or 13 with completion of the eighth grade) in mind.

Venturing and Sea Scouting outings can include high-adventure activities such as scuba diving, water skiing, rock climbing/rappelling, caving, horseback riding, backpacking treks, mountain bike treks, horse treks, sailing, and more, but can also include many avocation/hobby interests such as photography, computer science, forestry, first aid, line dancing, beach volleyball, or even just hanging out at a beach listening to music. Some councils build an adventure experience around the Venturing, Discovery, Pathfinder, Summit, Ranger, TRUST, Quartermaster Long Cruise, and Quest awards or Kodiak course.

Youth need a more teenage-oriented experience. OPCs should determine the best type of camp experiences for your council's Venturers and Sea Scouts. Having youth leaders involved in this planning process is a must.

See Appendix 2 for more details.

Family Camping and Outdoor Activities

Encourage Family Camping

All Scouting families are encouraged to spend quality time together in the great outdoors. Family camping facilities within a council camp can support this concept by providing an area for families to be together during Cub Scout resident camp, Boy Scout camp, or on other occasions with family camping programs sponsored by the council.

Family camping areas may also serve as a haven for Scout families from other councils as they travel across America.

Family Camping

Family camping is an outdoor camping experience, other than resident camping, that involves Cub Scouting, Boy Scouting, Varsity Scouting, Sea Scouting, or Venturing program elements in overnight settings with two or more family members, including at least one BSA member of that family. (Youth Protection policies apply.)

A weekend family camping event at a resident camp could be a great opportunity for unit, district, or other council committee retreats, training, or planning conferences, in addition to some fun activities in the outdoors.

Recreational Family Camping

This opportunity allows Scouting families to camp as a family unit outside an organized program. It is a nonstructured camping experience, but it is conducted within a Scouting framework. Local councils may have family camping grounds available for rental at reasonable rates. Other resources may include equipment, information, and training. Contact your local council for further information and availability.

Council-Organized Family Camp

Council-organized family camps are overnight events involving more than one Cub Scout pack. The local council provides all the elements of the outdoor experience, such as staffing, food service, housing, and program.

These overnighters are often referred to as parent/pal or adventure weekends. Leadership for council-organized family camps is provided by a National Camping School–trained family camp administrator at the council's camp or at sites approved by the local council. In most cases, the youth member will be under the supervision of a parent or guardian. In all cases, each youth participant is responsible to a specific adult.

In addition to family camp activities scheduled for the Cub Scout families, councils may also schedule organized family camp events at council resident camps for all Scout families. BSA age-appropriate guidelines apply.

Council-organized family camps must be conducted in accordance with established standards as given in the National Camp Accreditation Program standards found at www.scouting.org/ncap.

Special-Needs Camp

The adventures of camping should benefit everyone. Special-needs Scouts often may not be able to experience the outdoors, and the committee should endeavor to make physical facilities available. The physical facilities needed for special-needs youth participants and adult leaders include electricity, ramps, and hard surfaces for wheelchair accessibility. Bathroom facilities must be wide enough for wheelchairs and camp gear that the Scout may need to carry. Grab bars in both restroom and shower facilities should be provided. National standards proscribed by the Americans with Disabilities Act (ADA) may not provide adequately for Scouts and adults in the outdoors.

Paths must be wheelchair-accessible and hardened to minimize deep ruts and sudden drop-offs. Lighting for those who are sight-impaired and use wheelchairs should be provided. Special-needs youth will need some lighting around camps and on paths regularly traveled at night, as they are not always physically able to maneuver well in the dark.

Unique program adjustments could include specially trained staff to accommodate speech, behavior, and learning requirements. Alternative advancement requirements should be offered for those with unique needs.

Urban Scouting Camp

Scouting meets the needs of a highly diverse population. Outreach into ethnic communities attracts a wide spectrum of Scouts and leaders. As the OPC considers camp accommodations for these populations, it should be mindful of youth who have no outdoor experience and have not had the benefit from volunteer or youth leadership. In addition, their economic situation may not provide for camping equipment, transportation, food preparation equipment, or clothing.

The OPC may consider camping programs designed to introduce urban Scouts to the outdoors, including:

1. In-city camp facilities (owned or rented) that provide outdoor opportunities within a neighborhood or community.
2. "Camping in a box" resources that include camp equipment, clothing, sleeping bags, eating utensils, etc.
3. Vehicles designed to transport a large number of Scouts and leaders.
4. Trailers equipped with all that is needed for a successful outdoor experience.
5. Seasoned Scouter mentors who undertake the training and oversight of an urban unit's first series of outdoor experiences.

Provisional Camp

Due to an array of unique circumstances, numerous Scouts cannot attend summer camp with their home units. Adult leaders may not be available, the Scout may not be able to camp with his or her unit when it is scheduled, or other conflicts arise.

The council will best serve these unique needs by offering a provisional camp program where volunteer leaders or paid professional staff provide the leadership and oversight to Scouts during selected weeks of summer camp. Scouts will be able to register as members of the provisional unit and participate with peer Scouts under the leadership provided by the council. Leaders for these units may be seasoned Scouters willing to serve in mentorship roles, older youth leaders from the Order of the Arrow, National Advanced Youth Leadership Experience (NAYLE) graduates, National Eagle Scout Association members, other units already attending camp, Venturing and Sea Scouting members, and more.

Volunteer Elements That Support Successful Camp Programs

Volunteer Resources

The OPC should deploy volunteer resources where practical in the operation of camp programs and facilities. Council volunteers are excited about the outdoors and about assisting with successful programs for Scouts and families. Thoughtfully assigned volunteers can be very helpful in planning and conducting all the programs outlined in this guide. Equally, the "right" volunteer can provide excellent service in the design and support of camp facilities and program support equipment and materials.

This section highlights a number of key thoughts on deployment of volunteer talent. Volunteers can be newly recruited adults looking for education and involvement or seasoned volunteers who have done everything over extended careers and are looking for more challenges.

Campmaster and/or Wagonmaster Corps

The corps mobilizes qualified volunteers to support the council short-term camp. Responsibilities include guiding program, organizing activities, and instructing units in camping skills. This plan is outlined in *Campmasters—Key Scouters in Weekend Camping*. Councils providing seven-day opportunities at their resident camps during the peak season or partial week or weekend activities in other periods during school breaks may consider volunteer campmasters to augment the resident camp staff as needed. The council may also consider some part-time employees who would work on weekends when program activities are scheduled or when other resident camp staff members may be on their day off.

Wagonmaster support for Cub Scout den and pack activities as well as Webelos den activity help and campouts will be most helpful to Cub Scouting.

With the introduction of the concept of "teenage-oriented" outdoor programs, councils must now consider developing high-adventure resource volunteers. These are volunteers who are available to assist older Boy Scout groups, Varsity Scout teams, Venturing crews, and Sea Scout ships, with challenging activities available only to that age group. Activities could include rock climbing/rappelling, cave exploring, horsemanship, mountain biking, skiing, whitewater, scuba certification, sailing, and diving. (See the *Handbook for Venturers* for suggested activities.)

Trained Leadership

While formal training is the work of the training committee, it is essential that your outdoor programs committee has a close relationship to training because of its bearing on camping operations.

Precamp training is vitally needed for unit leaders taking their units on a long-term camp. Such a plan is provided in *Preparing Troop Leadership for Summer Camp*. Adults leading high-adventure treks may require additional specialized training (first aid, trek leader awareness, etc.).

The modern camp leader must be one who can guide both unit and youth leaders in their responsibilities, which include teaching Scouting skills, the patrol method, administration, personal relationships, and in leading young people through experiences that will produce adults of character, trained for participating citizenship. Key staff members must be mature adults at least 21 years of age.

Key camp staff members must be trained. The National Camping Schools will train key staff members who, in turn, train their staff members.

Councils should consider development of programs that provide financial incentives to attract and retain the services of older and more mature youth/young adults. Experienced, repeat staff members who are late high school and college age enhance the program offered to youth. Offering college scholarships, matching tuition programs with colleges, and work study and internship programs are alternatives for consideration in attracting the best talent possible to staff council camping programs.

Senior camp managers must also be thoroughly familiar with local and state health and safety codes and their state labor codes.

Develop Spiritual Growth

A camping experience provides opportunity for youth to grow spiritually. The Scout Oath and Scout Law contemplate such growth as the duty and responsibility of every Scout. The BSA respects and honors the religious beliefs of all Scouts. The BSA neither establishes nor proscribes the form, manner, or the content of a Scout's religious services or observances. The council camp administration encourages Scouts to participate in religious services and observances in camp in accordance with the Scout's individual faith or belief as taught by the Scout's parents or specific religious faith. Camp staff, working with religious advisors, help create a spiritual awareness in camp.

Camps offer a unique setting for Scouts to grow and reflect on their spirituality by living the Scout Oath and Scout Law in a setting uncluttered by daily distractions.

Develop and Promote High Adventure

The OPC oversees:

- Setting policy for high-adventure programs relating to Boy Scouting, Varsity Scouting, Venturing, and Sea Scouting.
- Planning, promoting, and implementing at least one major high-adventure program per year to one of the national BSA or local council high-adventure bases.
- Selecting competent, trained adult Scouter leadership for all high-adventure programs.
- Serving as a resource group for all troops, teams, crews, and ships as they relate to high-adventure programs and the BSA national high-adventure bases.
- Promoting proper wilderness and backcountry use by informing all unit leaders and other Scouters related to high-adventure programs of the national Wilderness Use Policy of the Boy Scouts of America, Leave No Trace, and Tread Lightly!

- Including teen leaders on the OPC and associated committees. Order of the Arrow, Venturing Officers Association, Teen Leaders' Council representatives, summer camp staff members, and other teen leaders can add a youth perspective that will be an invaluable resource when developing and promoting council high-adventure programs.

Develop Tour and Expedition Helps

A nationwide network of camp alternatives includes military installations, property controlled by government agencies, private lands, and many local council camps that are available to Scouting touring groups.

Reservations may be made for use of these sites by writing directly to the agency operating the site. *Guide to Military Installations in the U.S.* lists all active military bases and can be ordered at low cost by calling 800-368-5718. A booklet called Nationally Approved Historic Trails is also available by individual copy by request to the BSA's Outdoor Programs/Properties Department or on the website at www.scouting.org/outdoorprogram. The Historic Trails and 50-Miler awards are special recognitions available through local councils and are an important part of the alternative camp programs.

Promotion Via the Web and Camping Directories

Popularly called a "where to go camping" book, a directory is prepared locally for units in the three phases of Scouting listing outdoor places for them to go.

Councils with Order of the Arrow lodges have found Arrowmen willing and able to take over this task, especially since this is now required for national standard lodge status. The project is initiated at a conference of the lodge chief with the lodge lay and staff advisors, Scout executive, and OPC chair. The directory could also be a project for the council's Venturing Officers Association or Teen Leaders' Council and may be contributed to by your Venturing crews, Sea Scout ships, and high-performing Boy Scout troops and Varsity teams.

Web and Internet tools are available to the OPC that enhance the promotion and recruitment of camping customers. Councils are encouraged to promote their programs and facilities via the Web, including easy registration systems. The scouting.org website provides a number of resources to help plan outdoor activities and adventures.

Camp Properties Operations, Planning, and Growth

The OPC

The OPC is responsible for the performance, relevance, adaptability, and financial sustainability of camp properties, facilities, equipment, and personnel. As an imperative, the committee should develop a strategic plan that considers customers (Scouts and families), diversity of youth, programs and assets needed to meet expectations, growth requirements, alternate customers (other youth-serving organizations, business, and community users, etc.), financial requirements for growth and maintenance, financial performance, and customer satisfaction.

The OPC oversees the performance of major council assets. This section provides guidance on important elements of the successful operation of camp properties and resources.

Properties and Maintenance

Year-round attention must be given to properties and maintenance. Use the resources at www.scouting.org/properties to guide you. While these resources are helpful, there is no substitute for a committee of experienced volunteers with maintenance know-how. These committee members should know the camp facilities from a personal inspection of them. Camp ranger(s) are an important resource for the management and maintenance of council properties.

Planning and Operational Responsibilities

Strategic Plan

All councils should have in place a strategic plan for the development and use of their council properties. This plan can be either part of the local council's larger strategic plan or a specific document. This plan sets forth several important elements:

- The overall vision for the council's outdoor program (e.g., what activities the council will support at its particular properties)
- The vision of how each particular camp property fits into the council's overall vision. This should include specific guidance about the types of outdoor program activities that a particular camp will and will not support.
- An estimated usage goal, important for sizing facilities and determining maintenance needs
- An estimated maintenance and/or capital budget goal, if possible

The council properties committee should take the strategic plan vision and goals and break them down into a development plan that sets forth when facilities will be added and when certain expenditures are foreseen. This planning helps the properties committee and council prepare for future capital campaign and funding needs.

Preventive Maintenance Plan

All councils should develop a preventive maintenance plan for each camp property and an overall preventive maintenance plan for the council as a whole. Both plans should include the camp ranger(s) in the decision-making process. Development of a preventive maintenance plan involves the following steps:

- Inventory existing assets. This means identifying each building and piece of equipment:
  - Age/type of roof, when last replaced
  - Age/type of exterior and when last renewed
  - Age/type of windows and when last renewed
  - Age/type of flooring and when last renewed
  - Age/type of appliance and when last renewed

This inventory should include each structure, each program area, maintenance areas, ranger dwellings (if any), camp vehicles (trucks, backhoes, etc.), and, critically, infrastructure such as electrical, water, sewer, and gas.

- Estimate renewal periods. The properties committee should include individuals with contractor and/or maintenance experience who can give practical guidance as to the expected lifetime of roofing, paint, windows, water pipe, and so on.
- Estimate renewal pricing. The properties committee should include individuals with contractor and/or maintenance experience who can give practical guidance as to the expected cost of roofing, painting, and other needed repairs.

- Establish standards. The properties committee, in consultation with the council professional staff and rangers, should establish standards for roofing, appliances, painting, etc. This will allow standardization and help the council avoid obtaining, by gift or purchase, substandard materials that will impose disproportionate maintenance time or cost. The standards should be maintained in a paper or digital form, with backup capability. The Outdoor Programs Properties department at the National Council should be consulted for possible standards or guidance.

Formalize the Plan

Existing assets are inventoried as to age, condition, and whether they meet standards. Assets could be placed on an Excel spreadsheet or similar database. The probable time for replacement and estimated costs are then inserted at the applicable number of years into the future (the budget committee or finance professional can be consulted to obtain an appropriate inflation adjuster for costs). An estimated "maintenance expenditure" should then be calculated for each year. An example might look like the chart at the bottom of this page.

The properties committee should then take a hard look at what it sees and adjust the initial dates for proposed preventive maintenance activities to balance the demand among years (to facilitate planning) and to accommodate financial resources. ***Important:*** If the resources needed are considerably greater than the council's existing budget, this matter needs to be called to the attention of the council's volunteer and professional leadership so a plan can be developed to address under-resourcing.

Capital and Maintenance Budget

The properties committee should then combine the estimated costs from the development plan and the preventive maintenance plan to come up with an estimated capital and maintenance expenditure for future years by the council. This information should be provided to the budget committee to aid in the development of the full council budget.

Annual Implementation Plan

Each year, under the direction of the OPC, the properties committee, its staff advisor, and the ranger(s) should develop an annual implementation plan that lays out required maintenance from the preventive maintenance plan and any items from the development plan. If available resources are insufficient to address all the items on the preventive maintenance plan and the development plan, the properties committee must either decide (if so authorized) or recommend which activities scheduled for the year will be deferred and which will be completed, while also allowing for some contingencies. Items on the preventive maintenance plan and development plan deferred by the annual implementation plan are rolled over into the following year.

If a substantial backlog of deferred maintenance develops, the properties committee must call this to the attention of the OPC, senior council professional, and volunteer leadership.

Camp Baden-Powell

Dining Hall	Type	Date	Life	2010	2011	2012	2013	etc.
Roof	Asphalt	1998	15 yrs.				$40K	
Floor	Linoleum	1975	25 yrs.	$8K				
Windows	Double hung	1975	40 yrs.					
Paint	Ext. latex	2000	7 yrs.	$2K				
Stove	8-burner gas	1975	35 yrs.	$2K				
Refrigerator	10-cubic-yd.	1990	22 yrs.			$35K		
Health Lodge	**Type**	**Date**	**Life**	**2010**	**2011**	**2012**	**2013**	**etc.**
Roof	Asphalt	1995	15 yrs.	$20K				
Floor	Linoleum	1995	25 yrs.					
Windows	Double hung	1995	40 yrs.					
Paint	Ext. latex	1995	7 yrs.	$1K				
TOTALS:				**$33K**	**$0**	**$35K**	**$40K**	

Supervise Maintenance

The committee establishes a maintenance plan and schedule with budgeted funds to ensure council outdoor facilities are maintained in excellent condition to make the camp(s) inviting to all participants. The committee should work with camp ranger(s) to identify projects that are suitable for performing by groups within Scouting (e.g., the Order of the Arrow, Wood Badge, district work days) or by groups outside of Scouting (e.g., companies, unions, others). The committee exercises oversight to ensure that planned and budgeted maintenance is accomplished in a timely manner and on budget and that all camp standards are maintained by all projects.

Legal Responsibilities

The OPC should review camp operations periodically to ensure that all applicable resident camp, zoning, building code, and environmental requirements are in order. Failing to ensure the "legal maintenance" of a camp can result in costly fines and penalties or possibly even the loss of a camp or program area. Critical questions to ask include:

- Zoning. Does the camp have all required zoning approvals? If grandfathered or covered by a special use permit, are the requirements for maintaining that status and any limitations fully understood by the professional staff, camp staff, rangers, and camping committee?
- Code compliance. The properties committee is responsible for reviewing code compliance issues. Codes are adopted to ensure safety. While many council properties are grandfathered, "grandfathered" status is not a surrogate for safe. The properties committee should periodically review changes in codes to ensure that changes necessary to protect the health and welfare of campers are implemented. In addition, changes in code and what types of changes at camp require implementation of the new code standards should be reviewed and thoroughly understood by the rangers, professional staff, and committee.
- Youth resident camp permits. Many states require a youth resident camp to obtain certain permits. This requirement should be reviewed and all required permits obtained.
- Environmental issues. Depending upon location, operation of a camp may require a number of environmental permits. Almost all camps will require some type of wastewater disposal authorization. Camps supplying drinking water will likely trigger "public water system" requirements, which include registration, basic equipment standards, periodic monitoring of water quality, and reporting, all dependent upon the number of individuals served by the water system. Most states also require a licensed drinking water system operator and an on-site operator (who often can be at a lower certification level). In Western states and some Eastern states, water rights may be an issue. In some areas, groundwater protection permits or air permits may be required. Facilities operating solid waste disposal areas are also likely to require a state plan or approval. Finally, the proper handling of hazardous and universal wastes and spent lead to prevent contamination is critical.

The BSA's National Camp Accreditation Program

The BSA's National Camp Accreditation Program (NCAP) helps councils elevate camps to new levels of excellence in delivering Scouting's promise to youth. Councils will engage in rigorous review of camps and properties, continuous improvement, and correction or elimination of substandard practices.

In addition to the national camp standards, the NCAP involves two separate but interrelated cycles that both support the standards and ensure that camps meet continuous improvement goals: the multiyear Authorization Cycle and the annual Assessment and Accreditation Cycle. Both cycles began in 2013, and the multiyear cycle will continue being phased in through 2016.

A critical function of the OPC is to understand which BSA standards apply to the council's camp properties. Currently, standards cover family camps, Cub Scout day camp, Cub Scout resident camp, Boy Scout resident camp, high- and specialty-adventure programs, and a number of program-specific areas, such as COPE and climbing. The OPC should obtain the relevant standards, study them, and then make sure each camp property meets the relevant standards. The properties, camping, and outdoor program committees must also be aware of local or state codes that may be stricter than BSA standards.

Every year, your BSA region will arrange for an assessment when the camp is in session. The purpose of the assessment is to assess the camp's compliance with the BSA standards and to assess whether the camp should be accredited, conditionally accredited, or denied accreditation. Representatives of the outdoor programs committee; representatives from the council COPE/climbing, aquatics, fishing, and shooting sports committees; representatives of the health and safety or enterprise risk management committees; and representatives from the properties committee should be present during each camp's assessment to host the assessment team and review the results of each assessment. Deficiencies will need to be addressed and added to the annual implementation plan and possibly to the development and preventive maintenance plans, as appropriate.

Marketing and Promotion

Outdoor Program Promotion

The promotion of outdoor programs is a year-round job. That is, the total year-round program of outdoor activities must be promoted if we expect to develop good active camping units. But that is not the whole story. We must inspire poor camping units into action and get the new ones started right. The job of promotion is as important as any portion of the OPC responsibility and should include the following considerations:

1. Camp promotion should start the day a boy or girl joins Scouting. In the initial packet, the family should receive information on camp(s) location, types of camping, and what applies to his age group. Information on "year-round" as well as "summer camping" should be provided.
2. Scouts and leaders should be advised of the age-appropriate guidelines.
3. Fliers should be available in the council service center, roundtables, and on the website year-round as a reference.

4. All camps should be proactively marketed. Cub Scouts and Boy Scouts may require help with constant and positive promotion, e.g., fliers, word of mouth, round-tables, commissioner visits, district/council events, newspapers, websites, social media, local radio and television stations, parents talking up Scouting at PTO/PTA and other civic meetings, and Scout displays in local merchants' businesses.
5. All Scouting ads should be inviting and include pictures of Scouts being active during camping events.
6. Marketing to other youth-serving organizations should take the same exciting approach.
7. Alternative promotion venues should be considered, e.g., weekly religious bulletins, school bulletins, Scouting and community websites, and news media.
8. Promotion and marketing to businesses and adult service organizations should be considered as a boost to camp utilization and revenue.

The opening promotional job, as far as troops, crews, and ships are concerned, should begin at the council's summer camp. Cub Scout camping programs should also be promoted for next year when the Cub Scouts are at camp this year.

The units that come to summer camps are the best prospects for next year. Therefore, let's sign them up for next year while they are having a good time. They can choose their dates and perhaps even their campsite. When the sale is made, their unit number and chartered organization go on a scheduling board.

The camp staff can make a tremendous contribution toward an effective promotional program by helping sell **next year this year** through high-quality program service, personal influence, and good salesmanship. Discounts for "year-ahead" commitments may be considered.

A camping progress chart that shows the record of units throughout the year will look mighty impressive and spur promotion at the district meeting and the roundtable meetings in the fall and winter. The progress chart also reveals the lack of camping in unit programs. The progress chart serves as an early warning signal if help is needed in units.

In the spring, the OPC should lay the groundwork for effective promotion of camping for the program year beginning in the fall. At the spring planning meeting, the committee should:

- Review basic camping policy.
- Take stock. What is the camping and outdoor record by council, by districts, year-round; summer; by percentage and number of packs, troops, teams, ships, and crews; by percentage and number of youth members? What new units and organizations are using the facilities?
- Check up on the facilities of the camp as related to use, year-round and summer. This information is necessary in setting future objectives and making long-range plans.
- Distribute the Order of the Arrow camp promotion packet to units along with specific council camp promotion and registration information.
- Check up on financial operations of the camps. Evaluate the expenditures for staff against the needs for mature qualified staff. Consider the scholarship proposal noted on pages 14 and 39.

A council subcommittee on promotion should be appointed to guide the plan. This will include securing basic materials for distribution to districts and guiding the district camping committee in developing and following up on a plan.

The Order of the Arrow should be involved in the entire process, including the Cub Scout outdoor program. Its contribution will be to support the OPC in organizing:

- A "where to go camping" book for the use of all units, including Cub Scout packs
- Development of a dynamic addition to the council website and social media channels that promotes the programs, fun, and adventure available at the council resident camps
- Work parties to help improve facilities at camp

OA members should accompany district Scouters when visiting units and tell the camping story to youth as adults tell the story to adults.

See "The ABCs of Camp Promotion" in Appendix 7.

Partner Committees With OPC

Partner Committees

The OPC provides oversight and collaboration with numerous partner committees operating in the council. The committees are focused on unique components of the Scouting program and bring expertise to the adventure, talent, facilities, and safety of activities for youth. It is imperative that the OPC brings the leaders of these committees together to work holistically in assessing market opportunities, interests of the youth population and their families, interests of sponsoring organizations dedicated to youth development, and public and private interests. Equipped with this perspective, the OPC and partner committees develop the vision, program, and resources to deliver the very best of Scouting to the community. This section highlights the special committees currently in place at the national, regional, and council levels.

Conservation Committee

The conservation committee is charged with the responsibility to advise the OPC on matters pertaining to the proper management of its natural and cultural resources through the creation and implementation of a council conservation plan. It also fosters a conservation ethic among Scouts and Scouters and provides support and counsel to and through the following focus/task groups within the conservation committee:

- **Conservation awards.** Promote and manage the council's conservation awards program.
- **Cultural resources.** Inventory, recommend management, and interpret cultural resources located on council properties. These include archeological, historical, and other manmade resources.
- **Forestry and fire management.** Inventory, recommend management, and supervise use of the forest resources present on council properties. Develop a fire management plan for those properties.
- **Hazard tree.** Periodically identify and recommend measures to mitigate or eliminate hazard trees and other potential natural hazards to human use on council properties.
- **Nontimber forest products.** Identify potential nontimber forest products present or possible on the council properties and manage their development.
- **Outdoor ethics.** Promote outdoor ethics with Leave No Trace and Tread Lightly! within the council.
- **Real estate.** Recommend measures to maintain proper relationships with the landowners adjoining council property and recommend real estate actions regarding council properties.
- **Soils and geology.** Monitor and manage soil resources present on council properties and manage the geologic resources present.
- **Special projects.** Administer special conservation-oriented projects or activities sponsored by the conservation committee or the council.
- **Summer camp program.** Support the council's camp program, particularly its nature and environmental activities.
- **Trail and campsite management.** Recommend management of the trails and campsites present on council properties.
- **Wildlife and fisheries.** Identify and recommend management of the wildlife and fisheries resources present on council properties.

To accomplish these missions, the conservation committee functions as a partner of the OPC and should be organized to include a team of conservation/environmental professionals, representatives of local, state, and national conservation/environmental agencies/organizations, and interested volunteers. They encourage programs that instill a sense of stewardship for the camp properties and other natural places.

Camping Committee

A camping committee should consist of volunteers who understand the whole outdoor program and who can anticipate future needs to carry out the council long-range plan for facilities. This committee should be appointed by the council president and may be responsible directly to the executive board of the council.

If a council is in a camp-building program, a camp development committee may be needed. Early in the planning for camp development, the committee should seek guidance available from the National Council's Outdoor Programs Properties department on the scope and nature of the year-round program and a conservation plan on property selection, layout, and physical facilities. Costly mistakes caused by failure to seek the help of this service are a concern.

Strategic long-range planning for a local council is part of the executive board's responsibility and is carried out by a special committee appointed by the council president. See *Council Strategic Planning Development Guide* for important information on assets management.

Council COPE/Climbing Committee

If the council has or is planning to build or operate a COPE course with either low or high elements, or operate a climbing program that uses either natural rock or artificial surfaces, a COPE/climbing committee oversees the construction, maintenance, operation, training, and staffing for the programs. A National Camping School–trained COPE director or a National Camping School–trained climbing director must chair the council COPE/climbing committee. In councils with large COPE and climbing programs, they may select to have a subcommittee to oversee the COPE program and a different subcommittee to oversee the climbing program. The two subcommittees will operate under the supervision of the council COPE/climbing chair.

Council Health and Safety Committee

A committee of health and safety experts works with the OPC as well as other program committees. They are responsible for safe health practices, equipment, and facilities in all Scout programming, including council camps and off-council camping.

Basic functions include these:

- Identify health and safety resources.
- Keep informed of health and safety issues and national BSA policies.
- Serve as liaison to the risk management committee.
- Develop a health and safety training plan.
- Implement the health and safety training plan.
- Communicate with program committees.
- Participate in council precamp inspections.
- Promote personal health and physical fitness.
- Oversee camp health operations. (*See Camp Health and Safety*.)

Enterprise Risk Management Committee

- Analyze Scouting program activities to identify potential risk or loss exposure.
- Review camp injury reports to identify trends requiring preventive action.

Special note: A small council may wish to carry out the functions of both health and safety and risk management with a single health and safety/risk management committee. A combined committee reports to the vice president-administration or the OPC.

Special care must be given with this option to ensure that adequate consideration is given to the program needs of the council. The vice president-program may recommend people to serve on the committee. The committee job description includes functions and tasks described in both health and safety as well as risk management sections of *The Council*.

National Camp Accreditation Program (NCAP) Committee

Each council appoints a member to work with the area and regional NCAP committee. These volunteers oversee the annual assessment of camps within their area. As councils pursue excellence and continuous improvement, the experience of camp assessment is an important contributor to the OPC. The NCAP representatives should be included as specialty committee members.

Aquatics Committee

The aquatics committee has overall responsibility for the local council's aquatics activities in Cub Scouting, Boy Scouting, Varsity Scouting, Venturing, Sea Scouting, and Exploring. Within the local council organization, the aquatics committee reports to either the vice president of program or to the vice president of health and safety.

Members of the aquatics committee should be either experienced Scouters with a background in aquatics or aquatics specialists interested in becoming involved in the Scouting program. The committee should include at least one individual with a current National Camping School Aquatics Instructor training.

In addition to swimming and water-rescue specialists, the committee should include specialists for the type of aquatics activities prevalent in the local council, such as snorkeling, scuba, canoe tripping, sailing, whitewater, crew rowing, waterskiing, Sea Scouts, or others. See Appendix 5 for more details.

Shooting Sports Committee

If the council has a coordinated shooting sports program or has a range, the shooting sports committee oversees the construction, maintenance, operations, staffing, training, and promotion of the council's shooting sports program. It is recommended to staff the chair position with an NRA-certified training counselor. The chair can train other NRA instructors for all needed disciplines used in shooting sports.

Properties Committee

The properties committee is dedicated to the planning and development of camp and council property assets. The committee should be comprised of local professionals with expertise in property development, land acquisition, construction, property management, maintenance, and marketing. Key issues for the committee include market demand for programs that can be served with council property assets, funding for property purchase and development, operations support for facilities, financial performance of the assets, and ongoing and long-term maintenance. In many councils, the committee reports to the council president or board.

Maintenance Committee

An evolving executive-level need in councils is the direct focus on property maintenance. Unfortunately, many council properties suffer from limited maintenance to facilities and camp properties as a result of diminishing youth registration, lower-than-expected use of assets, regulatory restrictions, and the resulting pressure on financial resources for support. The national organization has recently developed a specialty committee focused on maintenance, and the OPC may decide to deploy a specialty committee comprised of property management and maintenance talent. The committee should conduct a complete review of assets, determine the status of maintenance, prioritize requirements, outline projects, and seek financing in concert with the executive board.

Other Specialty Committees

Special committees also can be established as needed to coordinate Outdoor Ethics, high-adventure, fishing, sailing, special events, and other outdoor activities; Cub Scouting, Boy Scouting, Varsity Scouting, Sea Scouting, and Venturing; special needs, urban, and inner-city Scouting; Hispanic, African American, and Asian American outreach; and others. Details can be obtained from special manuals on these programs of emphasis.

Financial Model and Analysis—Budgets and Management

Financing the Council's Outdoor Programs

The OPC has an awesome responsibility to ensure the council has a well-financed outdoor program that provides quality activities at modern, well-maintained facilities. Each council's outdoor program is different, however. Most councils own or lease one or more properties at which they host short-term and long-term camping programs.

Some councils do not own or lease properties but still offer a solid outdoor program to units in their council through collaboration with other council or camp providers.

Regardless of how the program is offered, the OPC has three key responsibilities when it comes to providing a well-funded program:

1. Develop an annual operations plan that relates directly back to the council's strategic plan.
2. Deploy a systematic budget process that translates the annual camping operations plan into income and expenses.

3. Annually assess any property, building, and equipment capital and maintenance needs, along with strategies to provide adequate funding for them.

The Camping Operations Plan

The council outdoor camping program is designed to supplement the unit's camping program by providing unique and exciting programs that most units would find difficult to replicate. The annual camping operations plan identifies programs that would enhance the unit's outdoor program.

The type of activities found in the camping operations plan should be clearly identified in the council's overall strategic plan and closely measured against how they "help units succeed." The operations plan should be balanced with programs that appeal to and meet the needs of all of the council's membership.

The OPC should continually examine the ability of the council to provide quality programs at quality facilities, and if the ability does not exist, look at other options, such as shared facilities or joint programs with other organizations or councils.

The Annual Camping Budget

A member of the OPC should serve on the council budget-finance committee to help in the annual council budget-building process. In building the annual camping budget, the committee must be able to look at all the income and expenses related to the camping program. These are usually tracked through various "cost centers" set up by the accounting department.

Often, the council is conducting multiple programs on behalf of its membership. Each of these programs usually is assigned a cost center by the accounting department, which allows the council to track income and expenses for that activity to the cost center.

Accounting software allows the council to combine all the income and expenses related to the camping program, which then becomes the summary budget for the OPC.

It is important to track all expenses (summer and year-round), including:

- **Direct expenses.** Those costs are directly charged to the camping activity, such as food, postage, recognition, telephone, electricity, insurance, camp maintenance, and camp employee compensation.
- **Indirect expenses.** These costs usually are not charged directly to the cost centers, but are camp-related expenses, including professional staff members who serve in key camp management roles, and management overhead expenses. The percentage is found in the council's annual audit.

The overall annual camping budget must strive to be self-funding. If in some circumstances, after all expenses have been recorded, the total income projected falls short of the required expenditures, then the committee works with the council budget committee to identify other sources of income to subsidize the camping operation. An effort should be made to budget for depreciation to assist in capital improvements.

When expenditures have to be reduced, every effort must be made to limit the impact on the quality of the programs. Ultimately, best practices demonstrate that all councils should have self-funded camping programs.

Funding Capital and Ongoing Maintenance Needs

The final finance responsibility of the council's OPC is to ensure that council-owned or council-leased property, buildings, and equipment are well maintained. Every year, a thorough analysis should be conducted of the properties, buildings, and equipment to evaluate their conditions. A priority list with projected repair or replacement costs is maintained for those facilities and equipment that require attention.

The conservation plan for the camps should be used to address maintenance of trees, lakes, or other natural resources that need attention in order to comply with the conservation plan. The importance of stewardship comes into play. Having the camp financial operations account in some way for damage to the natural resources of the camp brings an increased sense of stewardship that will help to protect the council investment in the camp's natural resources (in addition to the built environment) and emphasizes the importance of both avoided costs and enhanced value in that Scouts and others will better appreciate a camp with attractive natural settings.

The OPC should also work with the budget committee to establish ways to fund depreciation. Each year, the value of the council's buildings and equipment is reduced a certain amount to offset normal wear and tear. This amount should be raised **each year** and put back into the properties in the form of ongoing maintenance.

Significant improvements may require a capital campaign. Some councils may need to conduct these fundraising campaigns at least every five years, depending on the size and demand of their facilities.

The Outdoor Programs Properties department of the Boy Scouts of America can be of great help to camp development as it sets up a schedule of major items or facilities.

Strategic Planning and Operations Model

A complete financial analysis of usage, revenue, costs, and investment should be completed by the OPC. The study should be updated regularly to ensure that complete financial understanding of outdoor and camping operations is achieved.

Nationally Accredited Camp

The council OPC is responsible for many items related to the annual assessment and accreditation of each camp. Several members of the OPC, plus a member of the health and safety committee, should conduct a precamp/postcamp inspection by March 1 prior to the opening day of camp. All standards should be met, or arrangements made for meeting them, before the camp opens. While the camp is in operation, selected members of the committee assist in the annual assessment and accreditation conducted by regional committee personnel.

Details of the assessment visit can be found in the National Camp Accreditation Program standards at www.scouting.org/ncap.

How the District Outdoor Programs Committee Helps Its Units

Major Tasks of the District Outdoor Programs Committee

A district OPC does the following:

1. Promotes unit participation in council camping opportunities (Boy Scout resident camp, Cub Scout day camp, Cub Scout resident camp, family camps,Varsity team camps, and Venturing and Sea Scout outdoor activities). In cooperation with unit commissioners and Order of the Arrow chapter members, visits unit parents' meetings to tell the summer camp story and help unit leaders plan for camps.
2. Helps select leaders and develop programs for district Cub Scout day camp, resident camp, and family camps.

3. Works with commissioners to help Cub Scout packs, Boy Scout troops, Varsity Scout teams, Sea Scout ships, and Venturing crews plan and carry out a year-round schedule of outdoor program events.
4. Gives special guidance on the health and safety concerns of outdoor program activities.
5. Promotes the use of camperships for members with financial need.

District OPC Organization

- District OPC chair*
- Vice chair
- Order of the Arrow advisor and chapter chief
- One member for every five units of the district (promotion team)
- Cub Scout outdoor program

See Appendix 6 for details.

Recruiting Committee Members

It is important that the district OPC has numerous members with a plan for one committee member for every five units in the district.

Start recruiting by building a prospect list. Get plenty of suggestions and a big list of good prospects.

It's better if at least two members meet a new committee prospect. Have a position description, a committee plan, and good reasons why this prospect is needed on the committee. Good luck and good recruiting.

Use the *District Operations Handbook,* No. 34739, to help recruit and orient new committee members.

Camp Promotion Planning

Early in the fall, every district OPC meets to work out the program of promotion agreed upon at the spring planning conference. They review the council's program, plans, and goals for camping, high-adventure programs, and conservation. They also review the facts about each unit's outdoor program to determine district service needs.

They work out a plan for visiting every unit—Cub Scout pack, Boy Scout troop, Varsity Scout team, Venturing crew, and Sea Scout ship—to promote camping and outdoor activities. Members must be trained to carry out the task outlined by the council camping and activities committee.

Conducting Unit Visitations

The district camping committee sees that at least one adult for every five units is recruited and trained. They visit all units with literature, visual aids, and firsthand knowledge of the local camping possibilities. In making the visits, they may call upon the commissioner staff and members of the Order of the Arrow for assistance as team members.

Include Venturing and Sea Scout youth officers in suggesting and planning multicrew outdoor events. Secure school calendars to list vacation days, graduations, proms, exams, and other dates that may affect attendance.

The principal items to be covered in parents' meetings are:

- Showing a camp video or DVD
- Telling the story of council camping with pictures and printed matter
- Helping the parents and unit committee see how they need to and can be involved
- Reviewing and distributing helpful literature
- Recognizing unit accomplishment and commending its leaders
- Signing them up for camp

Useful information for the district camping chair can be found in the *District Operations Handbook*.

Supervising Use of Off-Council Campsites

The district's OPC should keep units informed as to why tour plans are required. Leaders should know the procedure to be followed.

The district's OPC may review applications for plans and inspect campsites.

*Represents the district on the council OPC with the primary function as a member of that committee's promotion subcommittee.

Eight Performance Steps for Filling Resident Camps

Eight measures of success come from the experience of camp—where it all happens! They assist in filling any council's camp. Listed in Appendix 8 are eight items that were developed from a study of local councils that are successful in the operation of their camps. These councils have increased the numbers of campers and units and are among the best in the nation.

Rate Your Camp Program

See Appendix 8.

This is a simple rating plan. Take a moment to check down the list of items and rate your council.

National Support for Filling Summer Camp

See Appendix 9.

Resources

Age-Appropriate Guidelines for Scouting Activities, No. 34416 (available at www.scouting.org/outdoorprogram)

Belay On, No. 430-500

Boosting Camp Staff Morale, No. 20-302

Boy Scout Handbook, No. 34554

Boy Scout Outdoor Program brochure, No. 18-954

Camp Leadership–Youth Protection Begins With You, No. 623-127

Campmasters—Key Scouters in Weekend Camping (available at www.scouting.org)

The Council, No. 33071

Council Family Camping Staff Training Guide, No. 13-468 (council only)

Council Strategic Planning Development Guide

Cub Scout Day Camp, No. 430-338 (council only)

Cub Scout Outdoor Program Guidelines, No. 510-631 (available at www.scouting.org)

District/Council Health and Safety Support Literature, No. 19-400

District Operations Handbook, No. 34739

Fieldbook, No. 34006

Handbook for Venturers, No. 33494

Health and Safety Guide, No. 34415

Leave No Trace (available at www.scouting.org/outdoorprogram under the Leave No Trace tab)

National Camp Accreditation Program Standards Assessment Score Sheet, No. 430-800

National Camp Standards, No. 430-056

Nationally Approved Historic Trails, No. 20-135

Order of the Arrow promotion packet, No. 423-557 (council only)

OSHA Laws That Affect Camps and Conferences, No. 19-450A

Outdoor Ethics Awareness and Action Awards Program, No. 430-063

Outdoor Programs Committee Guide, No. 430-935

Pack Overnighter Site Approval Form, No. 13-508

Precamp/Postcamp Inspection Checklist, No. 430-310 (council only)

Preparing Troop Leadership for Summer Camp, No. 430-135

Progress Chart, No. 34847A

Resident Camping for Cub Scouting, No. 13-33814 (council only)

Sea Scout Manual, No. 33239

Shooting Sports Manual, No. 430-938

Teaching Leave No Trace, No. 21-117 (available at www.scouting.org/outdoorprogram under the Leave No Trace tab)

Tour and Activity Plan, No. 680-014

Tours and Expeditions, No. 33737

Varsity Leader Fast Start DVD, No. 611867

Venturing Advisor Guidebook, No. 34655

Wilderness Use Policy, No. 20-121

OPC and Partner Committees

Outdoor Programs Committee

Chair: _____

Committee members:

- Coordinator campmaster/wagonmaster corps: _____
- Venturing program: _____
- Sea Scout program: _____
- Varsity Scout program: _____
- Boy Scout program: _____
- Cub Scout program: _____
- Tours and expeditions: _____
- Family camping administrator: _____
- Aquatics chair: _____
- COPE/Climbing: _____
- Outdoor Ethics advocate (Leave No Trace, Tread Lightly!): _____
- Shooting sports chair: _____
- Order of the Arrow Lodge advisor: _____
- Order of the Arrow youth representative: _____
- High-adventure representative: _____
- Venturing/Sea Scouting council youth representative: _____
- Special needs representative: _____
- Urban Scouting representative: _____
- Ethnic outreach representatives: _____
- Conservation representative: _____

OPC Support Committees: _____

- Properties representative: _____
- National Camp Accreditation Program (NCAP) representative: _____
- Health and safety representative: _____

- Risk management representative: _____
- Maintenance: _____
- Commissioners: _____
- Fishing: _____

Duties

- Recruits, trains, and schedules volunteer resources at all levels to promote and operate camp.
- Oversees the financial operations and performance for camp operations.
- Initiates and administers marketing and promotion activities.
- Supports outdoor activities for all Scouting commitments.
- Oversees tours and tour plans.
- Supports unit high-adventure activities.
- Coordinates aquatics, shooting sports, fishing, and family camping program.
- Coordinates the operations of COPE and climbing programs.
- Helps secure and approves sites for unit overnighters.

Properties and Maintenance

Chair: _____

Committee members:

- Maintenance program representative: _____
- Health and Safety committee representative: _____
- Scouter work parties: _____
- Order of the Arrow representative: _____
- Construction projects: _____
- Technical experts: _____

Duties

- Supervises the camp development plan.
- Carries out maintenance and property inspection of all camps.
- Lists all maintenance projects and material needs.
- Coordinates building additions, improvements, and year-round equipment rental.

Conservation

Chair: _____

Committee members:

- _____

- _____
- _____
- _____
- _____

Council/district outdoor ethics advocate: _____

Technical experts in all conservation fields

- _____
- _____
- _____

Duties

- Establishes and makes sure the council follows a plan for proper use of all lands.
- Develops a conservation program to involve the entire council membership.
- Develops a unit leaders' conservation guide.

Promotion and Marketing

Chair: _____

Committee members:

- District camping chairs:

  _____ District: _____

  _____ District: _____

  _____ District: _____

  _____ District: _____

  _____ District: _____

- OA lodge advisor: _____
- High-adventure chair: _____
- Promotion technical advisors: _____
- Special-needs Scouting coordinator: _____
- Scoutreach—non-Scout coordinator: _____
- Staff advisor: _____
- Venturing/Sea Scout Teen Leaders Council member: _____
- Executive board: _____

  _____

Duties

- Promotes year-round outdoor program to achieve Journey to Excellence goals.
- Promotes camping literature, visual aids, promotion programs, and meetings.
- Promotes OA projects: “where to go camping” books—visitation teams.
- High-adventure base programs reviewed.

Note: The full committee participates in an annual analysis of camp.

Partner Committees

(See detailed outline in respective BSA guidelines.)

- Aquatics
- Shooting Sports
- COPE/Climbing
- Health and Safety
- Risk Management
- Outdoor Ethics advocate
- High Adventure
- Fishing

Venturing/Sea Scouting Camp

Venturing is a program that serves boys and girls age 14, or 13 with completion of the eighth grade, through 20. Sea Scouting serves the same age group with a nautical emphasis. Since teenagers expect unique programs and activities, this section is devoted to relevant recommendations for the OPC.

Venturing/Sea Scouting Camp Important Differences

Important differences in outdoor programs for Venturers/Sea Scouts include:

- Experiences provided are beyond those available to younger youth.
- Coed involvement is a consideration.
- Youth have a stronger voice in choosing and planning activities.
- Types of activities are patterned after what adults and teenagers do.
- The camp experience should not be over-structured. Let Venturers/Sea Scouts choose what they wish to participate in.

Approaches to Venturing/ Sea Scouting Camps

1. Encampments can be stationary, such as at the council camp, military installations, parks, or even a special Venturing/Sea Scouting base.
2. Venturers/Sea Scouts can go on expeditions such as backpacking treks, canoe trips, horse treks, scuba diving trips, bicycle tours, river and sea cruises, snowmobile treks, and Kodiak treks.
3. Weekend and school break activities are possible. Expeditions or encampments may be done anytime during the year. They can have a theme connected with a holiday such as Halloween.
4. Since some Boy Scout troops have Venture patrols and Varsity Scout teams for older Boy Scouts who are teenagers, they are candidates to participate in Venturing/Sea Scouting camps. This is logical since many Venturing/Sea Scouting crews work in conjunction with a troop.

Why Do a Venturing/ Sea Scouting Camp?

Reason 1. A good camping experience causes Venturers/Sea Scouts to stay in a crew/ship longer, resulting in a longer opportunity to accomplish our mission. Good program causes retention. Venturing/Sea Scouting camping should not be just an extension of a Boy Scout resident camp.

Reason 2. Council assets are used more effectively by providing a Venturing/Sea Scouting camping experience.

When developing the annual schedule for its resident camp(s), a council may consider scheduling one or more weeklong, partial week, or weekend Venturing/Sea Scouting sessions at the camp(s). Councils should consider features at their camps that may have particular appeal to coed youth and schedule sessions accordingly. One camp may have advanced aquatics and backpacking opportunities while another camp may feature mountain bike and horse treks. Another camp may be a good location for a base camp for backpacking treks. A resident camp could also be a good location for winter programs.

Since many Venturing/Sea Scouting units may not have all the specialized equipment needed for high-adventure activities, the resident camp may consider making food, fuel, supplies, and equipment available to participants on loan or rental. The costs of other supplies such as food and fuel could be included in the camp fee. The resident camps may also provide trained adult guides for backpacking, mountain biking, and horse treks.

Planning Considerations

Physical facilities. The main consideration in designing facilities for Venturing/Sea Scouting camping is what the program is going to be. Alternatives could include a high-adventure experience in a national park such as horseback riding, cave exploring, backpacking, rock climbing, and canoeing. Another could be a large indoor sports arena that includes sports competitions, dances, clinics, scavenger hunts, and crafts. Council camps offer many opportunities to provide a quality camp. Key questions include:

- Are there adequate sleeping facilities to separate male and female Venturers/Sea Scouts?
- Are there adequate bathroom and shower facilities for male and female Venturers/Sea Scouts and male and female adults?
- Can the camp be separated from Boy Scouting activities?
- Does the schedule match school district and/or college schedules?
- Does the facility have adequate resources to do a variety of activities?
- Is the resident camp available for winter activities?
- Are additional releases, permits, or parental permission slips needed for the facility?
- How far is the facility from the crews/ships? Will each crew/ship be required to arrange for its own transportation or will the council provide the transportation?
- Will the facility meet the special needs required for a specialty camp, such as open areas or athletic fields for a sports camp or good enough water for diving for a scuba or high-adventure camp?
- Is there room for social activities such as dances?

Leadership. A Venturing/Sea Scouting camp does not require as much staff as a resident Boy Scout camp. The camp could have a youth staff as well as an adult staff.

Consider:

- Strength of the Venturing/Sea Scouting outdoor program experts and/or Venturing Officers Association to provide quality leadership?
- Availability of special program experts in areas such as scuba diving, water skiing, horseback riding, or other exciting programs?
- Must crews/ships provide their own adult leadership?
- Can councils provide provisional camp support?

Questions and Tips for Marketing Resident Camps

Camp attendance can be increased by the way in which the council markets camp. Consider these questions:

- Does the council encourage and promote attending camp for longer than one week? Boy Scouts and Venturers/Sea Scouts have more time to work on advancement and to participate in a variety of exciting programs.
- Is camp program offered during holiday periods and breaks from school? With more schools operating year-round, councils should consider offering summer camp program experiences throughout the year.
- Is an opportunity provided for individual Boy Scouts and Venturers/Sea Scouts to participate in camp? If a unit cannot attend, individual youth would still be able to participate.
- Does the council offer and promote camping opportunities for non-Scout groups? This may be a way to encourage chartered organizations and other youth-serving organizations to consider joining and participating in the program of the Boy Scouts of America.
- Does the council encourage Cub Scout packs to annually participate in age-appropriate camping opportunities for their Scouts as they move through the program—day camps, resident camps, family camps, and Webelos den camping?
- Are units encouraged to consider attending camp in another council? Units frequently attest to the benefit of participating in a variety of camp activities offered by different councils.
- Should your council consider using another council's camp or jointly using council facilities with other councils? Councils struggling to offer long-term summer camp experiences for less than five weeks' duration should consider alternatives. It's difficult to employ a quality staff or to achieve high standards of maintenance when a camp operates for fewer than five weeks.
- When does the council begin taking reservations for camp? Consider beginning the reservation process at least one full year in advance and publishing a starting date when reservations can be taken.
- How are parents, visitors, leaders, and youth members greeted when they arrive at camp? The greeting should be warm, enthusiastic, and should evoke a willingness to help.
- Are campers comfortable? Ensure that the quality and quantity of food provided meets the needs of growing youth.
- If provided, tents and mattress pads should be in good shape, etc.
- Who answers the telephone to take camp reservations? Are callers treated courteously and fairly? First impressions are crucial. This person must also be well-informed to answer questions.
- Does someone collect the names, addresses, and telephone numbers of everyone, including visitors who come to camp? Each of these people should receive the camp promotional mailing.
- Should the council provide an incentive to units that register early for camp?
- Does the camp solicit written camp evaluations from parents and youth leaders, as well as from adult leaders? Are concerns addressed in a timely manner? To ensure quality, it's crucial to ask our customers how we did and how their camping experience could be improved.
- Do camp staff members speak proudly and enthusiastically about the council and the camp? Camp staff members can be highly effective in encouraging units to return. A positive attitude helps ensure that units will return next year.
- Are camp staff members of the highest quality and maturity? Consider establishing a college scholarship program for long-term, multi-year staff members.
- Does the council offer a program appropriate and attractive to teenagers, separate from its Boy Scout summer camp? Older Boy Scouts and Venturers/Sea Scouts need more flexible, challenging, and exciting programs.
- Does the council offer weekend teenage-oriented outdoor activities? Activities could include COPE, climbing and rappelling, whitewater, shooting sports, and theme weekends.

Marketing Venturing/Sea Scouting Camps

Cub Scouts, Boy Scouts, Sea Scouts, and Venturers are different markets. They have different needs and interests. Promotion of Venturing/Sea Scouting camps should be planned for teenagers and their Advisors/Skippers.

- Have you promoted the coed aspect of Venturing/Sea Scouting?
- Does your promotion look and sound like teenagers rather than Boy Scouts or Cub Scouts?
- Do you emphasize the variety of activity as a strength of Venturing/Sea Scouting?
- Do your text and pictures reflect how Venturers/Sea Scouts can enjoy the camping experience with their friends? Friends are a crucial element of teenage development.
- Do you mention that Venturers/Sea Scouts will have a choice of activities in which they plan to participate?
- Does the camp provide for different levels of participation? For example, some Venturers/Sea Scouts have never rappelled and would like to learn the basics. Others have a high level of expertise and want a more ambitious experience.
- Have you given your Venturing/Sea Scouting camp an exciting and unique name?
- Will your budget support a direct mailing to all registered Venturers/Sea Scouts and leaders?
- Do you plan to produce a crew/ship promotion kit that targets Venturing/Sea Scouting officers?
- Are you using your Venturing Officers Association as a promotional instrument? Youth-to-youth promotion is better than adult-for-youth promotion.
- Are you committed to offering a quality camping/high-adventure experience for your teens?

Outdoor Ethics

The importance of outdoor ethics becomes apparent when you consider the combined effects of millions of people camping, hiking, and enjoying the outdoors. One poorly placed campsite or campfire could cause a lot of damage or may have little significance, but thousands of such instances seriously degrade the outdoor experience for all. Fortunately, Scouting has a long tradition of care for our land. This tradition is expressed in the Outdoor Code, which describes Scouting's land ethic, and is supported by the principles of Leave No Trace and supplemented by Tread Lightly! for motorized and mechanized recreation.

The Outdoor Code

The Outdoor Code was adopted by Scouting in 1948 and establishes Scouting's ethical aspirations in the outdoors:

As an American, I will do my best to be:

Clean in my outdoor manners—We will clean up after ourselves using pack it in, pack it out techniques. We avoid leaving graffiti, fire rings, camp gadgets, and other signs of our presence.

Careful with fire—Fire is an important tool, but one that can be devastating if it gets out of hand. We think about the need for fire, how best to use it, and how to minimize its impacts.

Considerate in the outdoors—We will think about others as well as ourselves and how our presence impacts them. We think about our impact not just on other humans but also on wildlife and the environment.

Conservation minded—We will think about our impacts on the environment. We take steps to correct and redress damage to the environment.

The Outdoor Code establishes Scouting's basic outdoor ethic—how we, as Scouts, Venturers, Sea Scouts, and Scouters, will behave in the outdoors, whether in a community park, a national forest, or the deepest wilderness.

Leave No Trace

The principles of Leave No Trace, developed and maintained by the Leave No Trace Center for Outdoor Ethics, give us valuable tools to achieve the aspirational standards of the Outdoor Code. Following the principles of Leave No Trace helps avoid impacts when possible and minimizes unavoidable impacts in the outdoors. The principles convert this ideal to practical steps that Scouts, Venturers, Sea Scouts, and Scouters can use to minimize those impacts. The center has two sets of age-appropriate principles: its primary set (for Scouts and older youth) and a set for younger Scouts (for Cub Scouts and Webelos).

Leave No Trace Principles	Leave No Trace Principles for Youth
Plan ahead and prepare	**Know before you go**

- Know the regulations and special concerns for the area you'll visit.
- Prepare for extreme weather, hazards, and emergencies.

Travel and camp on durable surfaces	**Choose the right path**

- Durable surfaces include established trails and campsites, rock, gravel, dry grass, or snow.
- Protect riparian areas by camping at least 200 feet from lakes and streams.

Dispose of waste properly	**Trash your trash**

- Pack it in, pack it out. Inspect your campsite and rest areas for trash or spilled food. Pack out all trash, leftover food, and litter.
- Use provided facilities; if none, deposit solid human waste in catholes dug 6 to 8 inches deep, at least 200 feet from water, camp, and trails. Cover and disguise the cathole.
- To wash yourself or your dishes, carry water 200 feet away from streams or lakes and use small amounts of biodegradable soap. Scatter strained dishwater.

Leave what you find	**Leave what you find**

- Preserve the past: Examine but do not touch cultural or historic structures and artifacts.
- Leave rocks, plants, and other natural objects as you find them.
- Avoid introducing or transporting non-native species.

Minimize campfire impacts	**Be careful with fire**

- Campfires can cause lasting impacts to the backcountry. Use a lightweight stove for cooking and enjoy a candle lantern for light.
- Where fires are permitted, use established fire rings, fire pans, or mound fires.
- Keep fires small. Only use sticks from the ground that can be broken by hand.
- Burn all wood and coals to ash, put out campfires completely, then scatter cool ashes.

Respect wildlife	**Respect wildlife**

- Observe wildlife from a distance. Do not follow or approach them.
- Never feed animals. Feeding wildlife damages their health, alters natural behaviors, and exposes them to predators and other dangers.

Be considerate of other visitors	**Be kind to other visitors**

- Respect other visitors and protect the quality of their experience.
- Be courteous. Yield to other users on the trail.
- Take breaks and camp away from trails and other visitors.

Additional information on Leave No Trace is available in Chapter 7 of the *Boy Scout Handbook*, in the *Fieldbook*, and from www.LNT.org.

Tread Lightly!

Tread Lightly! is another program aimed at minimizing recreational impacts. Unlike Leave No Trace, which addresses primarily unmotorized recreation, Tread Lightly! focuses on motorized and mechanized recreation, both on land and on water, and related activities such as hunting. Because motorized recreation is making its way into Scouting programs and has the potential to have even greater impact than hiking and non-motorized forms of recreation, familiarity with Tread Lightly! is important. Tread Lightly! has five principles:

Travel Responsibly on land by staying on designated roads, trails, and areas. Go over, not around, obstacles to avoid widening the trails. Cross streams only at designated fords. When possible, avoid wet, muddy trails. On water, stay on designated waterways and launch your watercraft in designated areas.

Respect the Rights of Others including private property owners, all recreational trail users, campers, and others so they can enjoy their recreational activities undisturbed. Leave gates as you found them. Yield right of way to those passing you or going uphill. On water, respect anglers, swimmers, skiers, boaters, divers, and those on or near shore.

Educate Yourself prior to your trip by obtaining travel maps and regulations from public agencies. Plan for your trip, take recreation skills classes, and know how to operate your equipment safely.

Avoid Sensitive Areas on land such as meadows, lakeshores, wetlands, and streams. Stay on designated routes. This protects wildlife habitats and sensitive soils from damage. Don't disturb historical, archeological, or paleontological sites. On water, avoid operating your watercraft in shallow waters or near shorelines at high speeds.

Do Your Part by modeling appropriate behavior, leaving the area better than you found it, properly disposing of waste, minimizing the use of fire, avoiding the spread of invasive species, and repairing degraded areas.

You can learn more about Tread Lightly! at www.treadlightly.org.

Land Ethic

The land ethic was first articulated by Aldo Leopold, a leader in the development of both ecological science and ecological ethics. The land ethic envisions the land as an energy circuit that includes not only the land but also the trees, plants, and animals. Native plants and animals help maintain that circuit; invasive or other species may help or hurt the circuit; man-made interventions are typically of a larger magnitude and more devastating. Based upon this understanding, the land ethic calls for us—in the language of the Outdoor Code—to be "conservation minded" and to seek to restore and maintain the land's ability to heal and maintain itself for future generations.

Outdoor Ethics Awards

Scouting has a series of outdoor ethics awards that encourage Scouts, Venturers, Sea Scouts, and Scouters to become more involved in outdoor ethics issues. The first is the **Outdoor Ethics Awareness Award**, which is earned once and introduces the Scout or Scouter to the basic principles of Scouting's outdoor ethics—the Outdoor Code and the principles of Leave No Trace, Tread Lightly!, and the Land Ethic. It is supplemented by the **Outdoor Ethics Action Awards**, one each for Cub Scouts, Boy Scouts, Varsity Scouts, Sea Scouts, and Venturers, which introduce more challenging concepts and activities that are age appropriate. For more information about the outdoor ethics awards, go to www.scouting.org/Awards_Central.

Support at the Council Level

The primary contact for outdoor ethics issues at the local council level is the **council outdoor ethics advocate**, who is an individual charged with the responsibility for integrating Scouting's outdoor ethics into local council programs. The council outdoor ethics advocate will work with the outdoor programs committee, the training committee, the conservation committee, and others to integrate the Outdoor Code, the principles of Leave No Trace, Tread Lightly!, and the Land Ethic into Scouting's outdoor programs. The council outdoor ethics advocate is also a resource for anyone seeking to learn about or earn the outdoor ethics awards.

Key Aquatics Activities

Local council aquatics committee activities should include but are not limited to:

Training

- Safe Swim Defense and Safety Afloat
- Basic swimming and boating skills training for unit leaders
- Basic water-rescue skills training for unit leaders
- Development of unit aquatics activities for unit leaders
- Camp aquatics staff training in:

  —Aquatics skills

  —Effective teaching of aquatics skills

  —Aquatics safety, including lifeguarding
- Basic canoeing
- Basic rowing
- Basic whitewater
- Basic kayaking
- Basic stand up paddleboarding
- Basic snorkeling
- Basic scuba
- Nonswimmer instruction

Program

- Promote learn-to-swim programs for all Scouts and especially for Cub Scouts by providing opportunities and incentives to learn to swim.
- Whitewater canoe, kayak, rafting trips
- Snorkeling BSA
- Kayaking BSA
- Boardsailing BSA
- BSA Stand Up Paddleboarding
- Promotion of aquatics high adventure—Northern Tier, Sea Base, Summit, other
- Scuba
- Enhanced aquatics activities during day camp and resident camp sessions for both Cub Scouts and Boy Scouts
- Special aquatics camp sessions for Boy Scouts and Venturers/Sea Scouts with emphasis on activities not available during regular summer camp sessions
- Winter swim programs with learn-to-swim and advancement opportunities for Cub Scouts, Boy Scouts, and Venturers/Sea Scouts
- Coordination with other councils to promote programs and resources
- Implementation and promotion of the aquatics portions of the national Red Cross and Boy Scout agreements and key interface with the assigned Red Cross aquatics liaison in the designated local Red Cross chapter, as well as programs through agreement between the BSA and the Emergency Care & Safety Institute (ECSI)
- Coordination with other agencies, such as the YMCA, NAUI, PADI, American Canoe Association, U.S. Swimming/Make a Splash Foundation, etc., for joint programs or use of facilities

Advancement and Recognition

- Cub Scout electives and Sports award for swimming
- Webelos Aquanaut
- Second Class and First Class requirements
- Swimming and Lifesaving merit badge clinics (non-summer camp)
- Canoeing merit badge (nonsummer camp)

Safety

- Promotion of Safe Swim Defense and Safety Afloat at the district and unit levels
- Precamp swim classification testing

- Review of council and district safety training and procedures for aquatics activities, including day and resident camps
- Inspection of summer camp and other council and district aquatics activities, facilities, and equipment

Attraction, Development, and Retention of Aquatics Leadership

- Develop and maintain enough qualified instructors, distributed throughout the council, to promptly meet all local aquatics training needs.
- Assist with sourcing qualified candidates for council aquatics program and safety leadership needs.
- Assist with interviewing candidates to ensure necessary aquatics experience, training certificates, and aquatics leadership exist.
- Establish a succession planning process identifying the next aquatics leaders for key roles.
- Establish a program to train, develop, and retain younger aquatics staff members to become future aquatics leaders. This includes staff for summer camp and year-round council- and district-led aquatics activities. The training process for summer camp staff ideally would begin in the January to April time period each year to ensure that a well-trained aquatics staff exists prior to arrival at summer camp.

District OPC Work Plan

Date: _____ Time: _____

Place: _____

Chair: _____

I. Attendance record (List names and check those in attendance.)

_____ , chair

_____

_____

_____

II. Review assignments accepted at the last meeting. (Tasks not completed are carried forward.)

_____

III. Our current situation	Last year	Now	Goal
Packs—summertime program	_____	_____	_____
National Summertime Pack Award	_____	_____	_____
Troops—10 days and nights	_____	_____	_____
Teams—10 days and nights	_____	_____	_____
Crews/Ships in camp	_____	_____	_____
Units in council summer camp:			
Under adult leadership	_____	_____	_____
Total youth in camp	_____	_____	_____

IV. Promotion of the unit outdoor program

A. Develop local "where to go" book—plan its use.

B. Cub Scout packs. These packs need some help in planning summer program:

	Committee chair	Meeting date	Assignment accepted by
Pack No. _____	_____	_____	_____
Pack No. _____	_____	_____	_____
Pack No. _____	_____	_____	_____

C. Scouting units

1. These units need help in planning adequate outdoor program:

	Committee chair	Meeting date	Assignment accepted by
Troop No. _____	_____	_____	_____
Troop No. _____	_____	_____	_____
Troop No. _____	_____	_____	_____
Team No. _____	_____	_____	_____

2. These units have not yet signed up for summer camp:

	Committee chair	Meeting date	Assignment accepted by
Troop No. _____	_____	_____	_____
Troop No. _____	_____	_____	_____
Troop No. _____	_____	_____	_____
Team No. _____	_____	_____	_____
Crew No. _____	_____	_____	_____
Ship No. _____	_____	_____	_____

D. Order of the Arrow report and plans _____

E. High-adventure plans. Venturers/Sea Scouts and older Scouts _____

V. Review progress charts. (Assign individuals to follow up on problem situations revealed.)

VI. Other business

Next meeting. Date: _____ Time: _____ Place: _____

The ABCs of Camp Promotion

A—On the Council Level

June, July, and August

- Fellowship meetings of unit leaders while in camp.
- Executive board meeting at camp.
- Carry out visits of Scouters and chartered organization leaders at summer camps.
- Encourage units to sign up for next season's camp session by reserving their site while still in camp. Use scoreboard chart showing sites and camp periods.
- Human-interest stories in newspapers during camp.
- Send story and photographs of high-adventure experiences to news media.
- Features in council newsletters and on website.
- Organize campmasters and wagonmasters for fall camping.
- Offer a Powder Horn course to share high-adventure resources with Boy Scout and Venturing/Sea Scouting adult leaders.

September, October, and November

- Prepare kits ready for distribution by promotion teams, including:
  - — A year-round camping and outdoor program guide.
  - — A folder for youth and parents. Classify all units as "Always go camping" units, "Sometimes go camping" units, or "Seldom or never go camping" units.
- For promotion and follow-up purposes through each district, recognize units as they sign up for long-term camping.
- Order of the Arrow provides "where to go camping" information for packs, troops, teams, ships, and crews. Council provides audiovisuals on loan to units for parents' nights to promote camp.
- Features published in council newsletters and on website.
- Complete promotional plans for next year's high adventure.
- Assess the success and improvement needs of summer camp and implement changes for next season.

December, January, and February

- Meeting of selected unit leaders to review results of last season's experience and secure help in plans for the future.
- Scouting Anniversary Week features an outdoor promotion including high-adventure opportunities.
- Newspaper features on outdoor plans and winter outdoor events; radio and television.
- Features in council newsletters and on website.
- Cub Scout camp promotion kicked off.

March, April, and May

- Council OPC surveys progress and establishes plans for camping promotion of year-round and long-term camping for the following program year.
- Newspaper features on council summer camping plans.
- Use radio and television to tell camping story.
- Final all-out recruiting drive for high adventure.
- Arrange for Scouter visits to camp.
- Features in council newsletters and on website.
- Add the dates and programs for the following program year activities at the council camps to the council website.

B—On the District Level

June, July, and August

- Recognition of unit leaders doing a good job.
- District meeting at summer camp. District camping committee promotes and acts as hosts.
- Commissioners' meeting at summer camp.
- District OPC plans for promotion and recruits committee to full strength. One adult for every five units.

September, October, and November

- Establish unit and youth goals for camps.
- Conduct training in promotion skills for promotion teams.
- Assist units with open house and other recruiting programs.
- Recognize unit camp leadership at roundtables, district meetings, in newsletters, and on website.
- District OPC adopts schedule for unit visitations.
- Order of the Arrow works with committee on promotion plans.
- District OPC recruited to full strength.
- One adult for every five units.
- Recognize units as they adopt a year-round outdoor program.
- Visit roundtables with high-adventure promotional tools.

December, January, and February

- Continue outdoor promotion with OPC and Order of the Arrow working at unit committee meetings and meetings of leaders and parents.
- Roundtable and district meetings, features on outdoor, long-term camping, high-adventure promotion.
- Scouting Anniversary Week outdoor exhibits.
- High-adventure presentation at commissioner meetings.
- Order of the Arrow unit elections are planned and information distributed.
- Follow up with Venturing crews, Sea Scout ships, Varsity Scout teams, and Venture patrols on high-adventure promotion and teenage camp opportunities.
- Cub Scout day camp, resident camp, and family camps promotion kicks off.

March, April, and May

- Roundtable feature on units' outdoor program.
- Conduct precamp training for unit leadership.
- Order of the Arrow unit elections.
- District camporees and Webelos-rees.
- Promote long-term camp participation and high adventure at camporees and Varsity and Venturing Sea Scouting activities.
- Review status of reservations for all camps and take action to follow up on units not signed up.

C—On the Unit Level

June, July, and August

- Troops, teams, ships, and crews attend long-term camps.
- Crews/ships conduct high-adventure tours, trips, and super-activities.
- Troops, teams, ships, and crews make reservations for next year's long-term camps.
- Conduct call-out and induction ceremonies for Order of the Arrow candidates.
- Cub Scout packs attend day camp, resident camp, and family camps.

September, October, and November

- Unit officers and leaders plan the year-round outdoor program for their unit. High adventure considered.
- Year-round outdoor program presented and approved by committee.
- Year-round program presented and explained at open house for new members.
- Order of the Arrow members/troop representatives take lead in promoting camping in their own unit.
- Provide opportunity for patrols to make early declarations of intention as to summer camp. Provide sign-up rosters by patrols in troops.
- Establish camper savings plan.
- Make plans for Cub Scout day camp, resident camp, and family camps for next year.

December, January, and February

- Units make application for long-term camps on or off council sites. Secure tour plans.
- Units go winter camping and hold other outdoor events.
- Unit makes arrangements for Order of the Arrow elections.
- Stress patrols and emphasize the idea of the patrol going to Boy Scout summer camp.
- Summer camp plans presented at troop and crew court of honor, ship bridge of honor, or parents' night.
- Cub Scout packs schedule day camp and resident camp promotion teams to visit.

March, April, and May

- Conduct second parents' night to explain and adopt final plans for long-term camping by end of April.
- Troops, teams, ships, and crews participate in district camporees.
- Patrol and troop hikes and overnights prepare boys for summer camp.
- Order of the Arrow unit elections are conducted in each eligible troop.
- Webelos dens or patrols attend Webelos-ree.

Annual Self-Assessment of Outdoor Programs Performance

Rate Your Council Summer Camp Performance

Camp _____ Date _____

Council _____

Below are eight objectives that can be used to measure summer camp performance and increase attendance. In measuring your performance, use actual numbers from the previous summer to guide your performance improvement goal-planning for the upcoming season. To score each objective, add one point for each achievement. Additional points are available for some achievements as listed below.

1. RESIDENT CAMPING ***Open for adventure!*** **Score** _____

OBJECTIVE: Council makes maximum use of the camp during peak periods when schools are not in session.

1. _____ Camp offers minimum of five weeks of resident camp (CS, BS, V, SS, or any combination).
2. _____ Camp offers additional week(s) of resident camp (CS, BS, V, SS, or any combination). *Add one point for each additional week of resident camping.*
3. _____ Camp schedules weeklong training programs (NYLT, Wood Badge, NCS, etc.). *Score one point for each weeklong program.*
4. _____ Camp schedules special weekend camping programs (Webelos weekend event, mini sessions for older Scouts, Venturers, or Sea Scouts, etc.). *Score one point for each weekend event.*
5. _____ Camp schedules out-of-camp, high-adventure three-day activity or longer trek opportunities for older Scouts, Venturers or Sea Scouts (hiking, boating, biking, or horse treks are a few possibilities). *Score one point for each out-of-camp event scheduled.*
6. _____ Camp provides trained leadership for out-of-camp activities.
7. _____ Camp provides equipment such as backpacking food, cooking equipment, water purification equipment, etc. to units as needed for out-of-camp high-adventure activities.
8. _____ Camp offers adult training during resident camp sessions (CPR, first aid, BSA high-adventure base awareness, trek planning, severe weather training, Leave No Trace, Tread Lightly!, etc.).
9. _____ Camp offers provisional opportunities for Scouts who cannot attend camp with their unit.

2. PROMOTION **Score _____**

OBJECTIVE: Council has an aggressive camp promotion program designed to increase resident camping attendance. A high-quality program this year will help sell next year. An outstanding camp program becomes a council "showplace," which makes recruitment and fundraising easier when the community can see real evidence of an excellent camping program.

10. _____ Calendar for next season is available online before start of current season.
11. _____ Camp promotion plan utilizes a variety of communication techniques including printed materials, council or camp website, and social media sites.
12. _____ Units have an opportunity to make a reservation for the next season before leaving camp during current season.
13. _____ Council and district OPCs and OA conduct a fall promotion program addressed to all Cub Scout, Boy Scout, and Venturer/Sea Scout units.
14. _____ Units are offered a fee discount incentive for making an early reservation for next summer.
15. _____ The OPC stages camp promotion exhibits at major council events such as annual council recognition dinner or council-wide training programs. *Score one point for each major council event where a camp promotion display or booth was presented.*
16. _____ Camp promotion activities include youth participation such as current or former camp staff members, OA officers, Venturing Officers Association, and Teen Leaders Council.
17. _____ Camp leaders' guides are available online shortly after first of the year (NLT, March 1).

3. OTHER CAMP PROGRAMS **Score _____**

OBJECTIVE: Increase utilization of the camp during the offseason. It's much easier to sell a camp program that has been seen.

18. _____ Weekend adult leader training event(s). *Score one point for each weekend training event scheduled during the year.*
19. _____ Weekend volunteer work program(s) ("Beaver Days") to help develop and maintain camp facilities and equipment. *Score one point for each work weekend scheduled during the year.*
20. _____ OA events such as conclaves, fellowships, and work weekends. *Score one point for each OA event scheduled during the year.*
21. _____ Family camping weekend(s). *Score one point for each scheduled family camp weekend event.*
22. _____ Rentals to non-Scouting groups. *Score one point for each rental to a non-Scouting group.*
23. _____ Camp is available for unit weekend camping, including winter camping.
24. _____ Weeklong inner-city youth program(s). *Score one point for each weeklong event.*
25. _____ Council and district retreats, meetings, planning events, reunions, etc. *Score one point for each event.*

4. ATTENDANCE **Score _____**

OBJECTIVE: Create a year-round plan to increase attendance at camp. A quality program will sell itself!

26. _____ Overall resident camp season attendance averages a minimum of 75 percent of capacity.
27. _____ Camper resident camp attendance increased when compared to previous summer.
28. _____ Camp provides tents, cabins, and/or Adirondacks for campers.
29. _____ There are sufficient campsites to give each unit its own site during resident camping sessions.
30. _____ Number of units attending camp during resident sessions increased when compared to previous summer.
31. _____ Camp met its finance goals.
32. _____ Camp budget is adequate to maintain and improve camp facilities and equipment.
33. _____ Council has a campership program to aid campers who may need financial assistance in order to attend camp.

5. PLANNING A DYNAMIC CAMP PROGRAM **Score _____**

OBJECTIVE: Make the camp exciting, timely, and inviting through careful planning and a well-thought-out timetable.

34. _____ Camp has a five-year, long-range program plan, which is reviewed and updated annually.
35. _____ Camp summer season is planned 18 months ahead. The timetable sets key dates for each camp program offering and the camp promotion deadlines. Backdate to set goals for each month's activity.
36. _____ Each year, council and camp management reviews each program feature. Camp keeps good programs and drops unpopular programs.
37. _____ Results of BSA visitation accreditation is greater than last season or a perfect score.
38. _____ Resident camp program includes a special feature that recognizes returning campers.
39. _____ Camp adds new program feature(s) each year, which are highlighted in all camp promotion materials.
40. _____ A Cub Scout program, if offered, is theme-based and fun-oriented. Advancement is not emphasized.
41. _____ Cub Scout resident camp themes, if repeated, do so on a four- to five-year cycle.
42. _____ A Boy Scout program, if offered, is geared toward advancement, with plenty of opportunities for fun, too.
43. _____ A Venturing/Sea Scouting program, if offered, emphasizes high-adventure, fun-oriented activities.
44. _____ OPC and OPC-partner committees (climbing, COPE, aquatics, conservation, program, activities, shooting sports, etc.) meet on a regular basis throughout the year to help plan camp programs and facilities.

45. _____ OPC includes some youth members such as OA leaders, camp staff members, Teen Leaders Council, etc.

46. _____ Each camp department keeps good records, including equipment inventories and operation manuals.

6. FULLY TRAINED CAMP STAFF **Score _____**

OBJECTIVE: Hire a terrific staff. The rewards will last long after the close of the camp season.

47. _____ Minimum tenure of camp director is two years. Council carefully searches for the best person possible for camp director and stresses the importance of this position.

48. _____ A full week of camp staff training is conducted prior to first resident camp session.

49. _____ Camp management holds a camp staff orientation meeting at least once prior to camp to discuss camp policies, traditions, camp leadership, expectations, etc.

50. _____ The next camp director holds a position at camp during a season prior to assuming the director position or overlaps the current director for a minimum of two weeks.

51. _____ Obtain intention-to-return commitments from key staff members by January. At least 50 percent of staff returns for next season.

52. _____ Camp managers follow written guidebooks for staff training. Training includes skills, customer service, how to relate to people, how to bring a program to life, etc.

53. _____ At least two months prior to camp, staff members receive a staff handbook that includes policies, camp traditions, links to applicable BSA policies and procedures, position descriptions, health and safety, what to bring and what to leave home, vehicles at camp, time off, etc.

54. _____ Camp management holds a staff reunion around the first of the year so the directors can extend appreciation for prior summer service and to launch the next season.

55. _____ Staff employees receive mid- and end-of-season performance evaluations.

7. VOLUNTEERS **Score _____**

OBJECTIVE: Recruit inspired volunteer committees. They can help the camp in so many ways.

56. _____ Council has a fully functioning OPC, including partner committees. OPC and partner committees meet on a regular basis throughout the year.

57. _____ OPC and partner committee representatives visit camp prior to opening to assure the camp and the specialized program areas have proper resources and meet BSA and local standards as required.

58. _____ OPC representative(s) attend the annual BSA assessment visit.

59. _____ Council has formed a volunteer camp committee to help maintain and develop camp resources.

60. _____ Camp has a volunteer Campmaster and/or Wagonmaster program.

61. _____ Order of the Arrow helps open and close the camp each year and helps with camp promotion throughout the year.

62. _____ The camp schedules at least one social event at camp each year to express appreciation to the camp volunteers and OA members who have helped throughout the year. A similar appreciation event may be appropriate for neighbors and local supporters.

63. _____ The camp recruits volunteer Scouters to help at camp. Examples include merit badge counselors, commissioners, provisional Scoutmasters, and others as needed.

8. EVALUATION AND REVIEW **Score** _____

OBJECTIVE: Review weeklong and seasonal reactions from youth, leaders, staff, volunteers, and council leadership. Evaluations are an invaluable resource.

64. _____ Camp director and key camp managers meet with youth and adult unit leaders at end of each resident session to evaluate the program and facilities to determine what worked and what didn't, and what suggestions unit leaders have to improve camp.

65. _____ At end of camp season, each staff member is asked to evaluate the camp program and facilities and make suggestions to the camp director.

66. _____ During the fall, council and district OPC members obtain reactions from units and others who attended council or out-of-council camps. Reactions are evaluated by council and camp managers.

67. _____ The camp director and program directors prepare written end-of-camp reports and submit them to the council director of camping. The reports address successes, areas that need improvement, attendance, and facilities, and include employee evaluations.

68. _____ Council director of camping and camp director conduct a seasonal evaluation of all facets of camp operation to determine what worked and identify needed adjustments in program, staffing, and facilities based on reactions of youth and adult leaders who attended camp, reactions of staff members, and personal observations.

Total points_____

Change in points when compared to last summer's score_____

Assessment performed by _____

Camp director _____

OPC chair _____

List OPC members who attended annual camp assessment visit:

This assessment should be kept on file to compare with next year's self-assessment.

National Support for Filling Summer Camp

The following list of training and publications is keyed to each of the seven items that successful councils use to fill their respective camps.

1. Planning and Timetable

Outdoor Programs Committee Guide, No. 430-935

Year-Round Camping Promotion Plan

2. Continuity—Staff and Program

National Camping School—all sections

Boosting Camp Staff Morale

Ideas for Recruiting High-Quality Summer Camp Staff

3. Best Director

National Camping School—Management

4. Dynamic Camp Program

National Camping School—Program Directors, Aquatics, Field Sports, and Program Commissioner sections

Boy Scout Handbook

Fieldbook

Merit badge pamphlets

Camping Publications list

Current National Camp Accreditation Program standards

Varsity Leader Fast Start DVD, No. 611867

Venturing Advisor Guidebook

Handbook for Venturers

Belay On

Sea Scout Manual

5. Fully Trained Camp Staff

National Camping Schools, all sections

Summer Camp Staff Training and Development

6. Inspired Volunteer Leadership

Outdoor Programs Committee Guide, No. 430-935

Preparing Troop Leadership for Summer Camp

7. Evaluation and Review

Camp Accreditation: Cub Scout/Boy Scout Resident Camp Methods and Procedures (current year)

Suggested Camp Questionnaire for Scouts

Suggested Camp Questionnaire for Leaders

Program Commissioners Evaluation of Troop in Camp

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