



Campmaster Handbook

Revised 8.19.2025

CAMPMASTER MISSION STATEMENT

The HOAC Campmaster Corps is comprised of dedicated Scouters volunteering to help the Camp Ranger by providing assistance to the guests of the reservation, support program, or by performing maintenance projects while living by the Scout Oath and Law.



WHAT IS THE CAMPMASTER CORPS?

The HOAC Campmaster Corps is comprised of dedicated Scouters volunteering to help the Reservation Rangers by providing assistance to the guests of the reservation, supporting various programs, or by performing maintenance projects while living by the Scout Oath and Law. Campmasters may serve on a weekend host team, a weekend maintenance team, or as an individual at a Council workday. The weekend teams usually serve between August and May. Campmasters serve a minimum of two times a year on specific, prearranged dates.

The Campmaster Corps program began in the Heart of America Council in 1971 at Camp Powell of the Kansas City Area Council.

The Campmaster Corp is an extension of the Council's commissioner service into the outdoor portion of the Scouting program at our council reservations. This service makes the Campmaster Corp more important than ever due to the increased number of troops, packs, and crews using the Council Reservations year-round. The desire to maintain the highest standard of camping in our council requires a dedicated group of Campmasters to support the camping program. The weekend Host teams provide support and advice to the unit leaders.

Integral to the outdoor program is maintaining and upgrading the reservation facilities. The maintenance teams and individuals provide the experience and skills necessary to maintain high quality and safe council reservations.

A quality program of fun, adventure, and purpose for our youth is ensured when such support is given to unit leadership in the outdoor program. Thus, Campmasters are the key to helping all units succeed in their hikes, campouts, and outings when these events take place at Council reservations.

HOW CAMPMASTERS ARE SELECTED

Campmasters are selected on the basis of their ability in several areas such as customer service, outdoor skills, and specialized knowledge of nature, conservation, field sports, and maintenance. Campmasters need strong communication and people skills along with the ability to lead and to act in an emergency. Campmasters must provide a positive experience for Scouts and Scout leaders. Campmasters need a working knowledge of Scouting, troop operation, and Scout advancement. Campmasters must be able to provide a Customer Service oriented interaction with Unit Leaders.

BASIC CAMPMASTER REQUIREMENTS

1. Registered Scouter in the Heart of America Council.
2. Completes Safeguarding Youth Training (SYT); renewed every two (2) years.
3. Approved Campmaster information form on file with HOAC.
4. Completes Campmaster training; renewed every two (2) years.
5. Completes Hazardous Weather training; renewed every two (2) years.
6. Serve a minimum of two (2) times annually.
7. Customer Service is a priority

THE HOST CAMPMASTER PROCESS

1. The Council Campmaster will prepare and publish an annual schedule reflecting Campmasters voluntarily assigned duty for short-term weekend camping. This schedule will include service from August through May during those periods when the camp may be used for short-term weekend camping. A copy is available to the Campmasters through the Heart of America Council web page.
2. Campmasters are responsible to the Council Campmaster who has been appointed. Campmasters will sign up for service weekends at the annual recognition dinner. Changes to the schedule may be coordinated with the Council Campmaster by telephone or e-mail.
3. Campmasters will normally serve in teams who are used to working together. No Campmaster may serve alone. Teams may not be coed. **Minimum team size is four (4) persons, maximum team size is six (6) persons.** Only Campmasters may stay in Campmaster cabin(s). Prospective applicants, with a Campmaster Application completed and given to the Camp Ranger by Wednesday prior to the service weekend, may serve. Family members are not allowed to stay; however, they may occasionally be invited for dinner with the approval of the rest of the team.
4. If a Campmaster team is unable to serve on a weekend when scheduled, the Council Campmaster must be notified as soon as possible so that arrangements can be made for a substitute team. The Team Lead Campmaster may arrange for a substitute team and should inform, by telephone or e-mail, the Council Campmaster of such action.
5. Campmasters will be trained and will operate in harmony with Scouting America methods of camping and will embrace the Scout Oath and Law.
6. Campmasters will supply their own transportation, bedding, food, kitchen linen, and personal camping gear. Coordination of transportation, food, and other matters are the responsibility of the Campmaster Team Leader – the “Patrol Method” works well. It is each team’s responsibility to leave all areas clean and ready for the next team that will use them.
7. The Council will supply the following: Suitable facilities for sleeping, cooking, administration, sanitary facilities, coffee supplies and materials, program tools and materials that may be available for loan to troops, first aid supplies and equipment.
8. The Host Campmaster team on duty is responsible for allocating and coordinating the use of camping areas on weekends subject to commitments made to troops by the Camp Ranger. Units should be checked in promptly, and Campmasters should make the acquaintance of each leader present in camp. Unit camping locations should be posted on the map in the Campmaster Office and the units **taken to their camping area.**

9. Campmasters are responsible for assisting the Camp Ranger in enforcing camp rules, including traffic, camping, and parking regulations. There is no authorized use of summer camp campsites in the off-season. From time to time, the Camp Ranger will designate areas that shall not be used for camping in order that ground cover can be re-established, or erosion controlled. Campmasters must be familiar with camp rules and regulations (i.e. "HOAC Offseason Camping Policy ") as well as any special or temporary directions provided by the Camp Ranger.

10. Campmasters should visit units in pairs, complying with the Scouting America policy of two-deep leadership. **Do not leave the Campmaster Office unattended; two Campmasters should be available in the Office at all times.** Campmasters will always observe Two-Deep leadership and youth protection guidelines.

PLEASE REMEMBER -- CUSTOMER SERVICE is an important
attribute for Campmaster success!

HOST CAMPMASTER RESPONSIBILITIES

I. PRE-CAMP ARRIVAL

The Campmaster Team Leader or representative should communicate with the Camp Ranger on Wednesday prior to the weekend to coordinate the arrival time of their team. The Ranger will provide information on weekend activities and camping unit information (Troop numbers and leader information). Units normally begin to arrive by 5:00 p.m., so it is important that the Campmasters be ready to begin the unit check-in service by that time. The Campmaster Team is available for any special help needed in arranging for a service or conservation project a Scout Troop will want to complete, approval of conservation projects, and signing off conservation hours.

The Campmaster Team Leader is expected to remind their team members to bring a current completed health form that will be turned in to the Team Leader during the weekend. The Team Leader should also take the opportunity to coordinate the Campmaster uniform for the weekend. Using Campmaster logo Shirt or Class "A" uniform.

II. ARRIVE AT CAMP

The normal "tour of duty" for weekend Campmasters is from Friday evening until noon on Sunday. If you sign up for a weekend, you are expected to serve the entire weekend or until the last unit leaves the Reservation. Campmaster duty requires the team to always stay on Reservation; this means all meals, etc. If there is an emergency, someone must stay at the Campmaster office to facilitate emergency communications.

The Campmaster Team should establish quarters and perform initial team administrative tasks as soon as possible so that full attention can be given to the camp and the needs of the camping units.

The Camp Ranger will provide the Campmasters with a list of all camping reservations and other activities scheduled for the weekend as part of a notebook, which will be maintained during the weekend and filed in the area designated by the Camp Ranger.

Make sure you are informed of the proper Opening / Closing procedures of the Camp Gates (different conditions apply at both Camp Naish and Camp Bartle).

III. CHECKING IN UNITS

Arriving units should be listed on the weekend reservation list provided by the Ranger. **Units arriving without reservations may NOT camp or hike without Camp Ranger approval. After approval, Campmasters should assist the unit in making an online reservation to facilitate record keeping and familiarize the unit with making a reservation online.**

Units shall be asked for their planned checkout date/time, and that information will be noted in the Campmaster log. Also noted should be the check-in date/time for the unit, the number of leaders and Scouts in the unit, a cell number obtained from the unit leader, and the camping site assigned to the unit. **Campmasters will take the unit to the campsite and give leader(s) a copy of the regulations governing the use of Council properties.**

Review the HOAC Offseason Property Usage Policy with the unit.

Provide the following CRITICAL information to each unit:

Location of the closest source of potable water.

Location of latrines.

Location of the closest above ground (LNT) fire ring.

What should the unit do in case of fire or another emergency?

What camp facilities are “off limits” to camping units for that weekend.

What Storm Shelter should be used in case of severe weather?

If the unit has requested any equipment, make arrangements with the Ranger or maintenance Campmaster Team for the unit to check it out and check it back in, prior to leaving camp or on completion of project.

IV. PREPARE FOR EMERGENCIES

Know the Emergency Communication Systems and procedures of the Reservations.

Maintain “Situational Awareness”. Know the weather forecast for the period you will be at camp. Know local flooding concerns, fire bans or local wildfires, anything that might impact safety and welfare of campers at the reservation. To accomplish this, use the Personal Computer, All Hazards radio, Television, and discussion with the Ranger.

Be familiar with the Reservation fire plan. In the event of fire, notify the Camp Ranger and send available Campmasters to the fire location to assist unit leaders.

Leave at least two Campmasters in the Campmaster office for emergency communication purposes.

Dial 911 for Emergency Response, if required.

Be prepared to provide limited first aid support to units. Supplies are stored in the Campmaster office/Health Lodge and shop - including AEDs.

Any time emergency procedures are enacted, the **Campmasters need to record all information related to the event.**

Complete incident report

V. CLOSING CAMP

As units depart and report to the Host Campmasters, note time of checkout on Campmaster camping log sheet.

Physically check on units not signing out when planned – the unit may have trouble, which a Campmaster can help to resolve.

Verify that Leave No Trace Camping has been practiced.

Inspect Troop campsites for cleanliness, sanitation, vandalism, and possible abandoned equipment.

Check out Campmaster office and lodge. Make sure building is left clean, electrical appliances turned off, heat turned down (or air conditioning turned up), and all doors locked upon departure. Remove unused food from the refrigerator. Empty all trashcans in kitchen and place trash bag(s) in trash dumpster.

Complete the Campmaster Log or Record form showing Campmasters who served on the weekend, units camped, and any other important information required by the Camp Ranger's notebook. The notebook is to be returned to the designated area assigned by the Camp Ranger at the completion of the duty weekend.

Unless instructed to the contrary, following the departure of all units, or after 12:00 Noon - whichever is later, the Campmaster team should check out with the Camp Ranger, turning in any borrowed keys, radios, or other equipment and ensure the gates are left in position as directed by the Ranger.

MAINTENANCE TEAM GENERAL INFORMATION

1. Customer Service is a priority.
2. Sign up for weekends of service at the annual Campmaster dinner.
3. Can assist at the reservations during assigned weekends or workdays.
4. Provide own transportation and clothes. Provide own bedding and personal gear if you stay overnight.
5. Use the Guide to Safe Scouting for monitoring safety practices of individuals and units.
6. Responsible for assisting the Camp Ranger in enforcing camp rules, including traffic, smoking in designated areas, camping, and parking regulations. There is no authorized use of summer camp campsites in the off-season. Be familiar with camp rules and regulations (i.e. "Reservation Use and Visitation Policy ") as well as any special or temporary directions provided by the Camp Ranger.
7. Attend Campmaster Training (renewing every two years) to ensure proper use of tools, machines, and shop.
8. Be familiar with the Reservation Emergency Procedures, being prepared to respond as needed.
9. Know the location of the emergency storm shelters. Learn the storm shelter opening procedure.
10. Promote the Campmaster Corps by example. Be willing to answer questions concerning the Corp, thereby encouraging enlistment by prospects.

MAINTENANCE INDIVIDUAL GENERAL INFORMATION

1. Customer Service is a priority.
2. Sign up for workdays using the HOAC website in the Campmaster link.
3. Can assist at the reservations during the week or workdays.
4. Provide own transportation and clothes. Provide own bedding and personal gear if you stay overnight.
5. Use the Guide to Safe Scouting for monitoring safety practices of individuals and units.
6. Responsible for assisting the Camp Ranger in enforcing camp rules, including traffic, smoking in designated areas, camping, and parking regulations. There is no authorized use of summer camp campsites in the off-season. Be familiar with camp rules and regulations (i.e. "Reservation Use and Visitation Policy ") as well as any special or temporary directions provided by the Camp Ranger.
7. Attend Campmaster Training renewing every two years ensuring proper use of tools, machines, and shop.
8. Be familiar with the Reservation Emergency Procedures being prepared to respond as needed.
9. Know the location of the emergency storm shelters. Learn the storm shelter opening procedure.
10. Promote the Campmaster Corps by example. Be willing to answer questions concerning the Corp, thereby encouraging enlistment by likely prospects.

EMERGENCY PROCEDURES

Campmasters are among the first ones to know of an emergency that is happening on the reservation. We need to be prepared by knowing the proper procedures of how to handle situations of lost campers, injuries, trespassers and other emergencies so we can assist the camp management in the best way possible. A copy of the council's emergency plan is available next to all phones.

Many of the emergencies that Campmasters help to respond to are related to severe weather. The Heart of America Council is blessed to have FEMA approved storm shelters across both of our reservations. Campmasters need to be familiar with the specific operating procedures of the storm shelters.

Customer Service

Customer Service is a topic that is not frequently taught to adult leaders, at least, not under that title. There are many points of the scout oath and law that lead to good customer service.

Certainly, helping other people at all times and being helpful, friendly, courteous, kind, and cheerful will go a long way toward providing good customer service. Consideration of customer service as it relates to Campmasters goes beyond the scout oath and law.

Customer Service can be approached from several useful perspectives. A very good perspective is to view customer service as the actions required to achieve customer satisfaction. This definition seems on one hand overly simplified but provides a good approach to lead us to identify key elements to consider when approaching customer service.

Almost all studies of Customer Service begin with an exercise to identify the customer. For Campmasters, this evaluation is just as important. Who are the customers of the Campmaster? The unit leaders and the scouts that come to our reservation for an outing are certainly customers. The person making a reservation and the people using the reservation, if not scouters and scouts, are customers. The Ranger and full-time staff of the properties should be viewed as customers. Professional staff of the Council may be customers, particularly the Reservation Program Directors. The neighbors that own adjacent property surrounding the reservations should be viewed as customers. As you will note in the descriptions of some of our customers, they may not be buying something from us in the typical commercial sense but they represent critical points of interaction where the Campmaster has the opportunity to significantly influence the parties perception of the individual Campmaster and by association, the Campmaster Corps and in many cases the Heart of America Council. The Campmaster can also impact on the user's perception of the Reservation and their desire to return to use the facility in the future. When you view this list of customers it might also be appropriate to add other members of the Campmaster Corps to our list.

The next focus is generally to answer the question "what is the service that we provide?". As stated earlier, service might well be viewed as critical or key interactions. There are many interactions for us to consider in attempting to define the services that we provide. Certainly, the greeting and orientation for a unit or group that comes to use one of the reservations is a key interaction.

Greeting and orientation for a new Campmaster coming on a workday or as a new member of a Campmaster team is another key interaction. Working with the scouters and scouts volunteering for a service or conservation project while at the reservation is a key interaction. All of these "first impressions" are well served by being viewed from the perspective of the scout oath and law. Helpful, friendly, courteous, and cheerful would be a great way to have the customer describe these key interactions.

There are many points the Campmasters can be aware of to provide great customer service: Be Available to the customer: For Campmasters in the host role this is about being visible and identifiable. Always having at least two Campmasters at the Headquarters location and greeting customers promptly when they arrive. For maintenance Campmasters it may be taking time to greet arriving Campmasters or explain the project and discuss safety considerations or the plan of events for the day's activities. Success in this point also requires the host campmaster to be in contact with the unit in their campsite during their outing.

Listen to the customer: Listen and respond in an empathetic manner. Practice the skills of active listening (such as leaning forward, making eye contact, nodding, or murmuring to demonstrate you're paying attention, and paraphrase what they have said occasionally) and verify that you understand not only what they said but how they feel about the situation as appropriate and why. This may also lead to discussing alternative successful outcomes from the customer's perspective.

Knowledge is key to customer service: Seek to understand as much about the role of the Campmaster and how we perform in that role as you can. This point encompasses many aspects from emergency preparedness to HOAC conservation practices, Leave no Trace camping to First Aid, Tool availability and Safety to geography and location of physical points of interest. Understand the boundaries of the Campmaster in decision making, exceptions and who to refer a question to for approval of exceptions. If you don't know the answer: Admit to the customer, you do not know and that you will find out and get back to them. "I don't know" is an acceptable answer only when followed with "But I will find out". If possible, do it immediately. If it takes more time, communicate this to the customer. We have cellular phone service at the reservations and should use that as a means to contact the customer or ask them to get back to us if they have not heard from us by a time specific. "I know your unit is hiking the trail this morning, if we have not talked by 1:00 please call me on your cell phone and I should have that question resolved" might be an example of handling an item you could not answer.

Manage Time Wisely: No one is happy when someone wastes their time. Ask someone else to assist if there are several customers queued up waiting for attention. When assigned a task ask how long it should take as a benchmark. If the time you expected to complete the task or complete the interaction is not enough, reassess and communicate to the customer.

Confirm the Customer is Satisfied: At the end of your interaction confirm that the customer is satisfied with the outcome. If necessary, revisit the approach, result or outcome until the customer is satisfied. If the successful outcome is not within the authority of the Campmaster, escalate the resolution to the Ranger or Facility Superintendent until all avenues are exhausted. Take advantage of the numerous opportunities to learn about customer service. Opportunities abound in your business life, on the internet or the many magazine articles and books about this popular topic! Share what you find with your fellow Campmasters.

CAMPMASTER TRAINING

Campmaster Training

Campmaster training for The Heart of America Council is offered annually in the spring. This training includes sessions on safe use of equipment, Campmaster responsibilities, emergency procedures, tools and RTV's/carts. All registered Heart of America Council members who will be driving an RTV or cart for the council, at camp or elsewhere, will need to attend and be trained. Campmasters must maintain their training by completing HOAC training every two years.

Chainsaw Training

The Heart of America Council is blessed to have two great reservations totaling more than five thousand acres. The maintenance and upkeep of these reservations take a dedicated group of volunteers and professionals. A select group of Campmasters are a part of the team that maintain the tree trimming and tree removal work that is required at the Heart of America Council camps. Per BSA national standards FA-712, each chainsaw operator must have completed BSA approved training to be able to operate a chainsaw on BSA property. Chainsaw training is offered twice a year, with a limited number of signups available per training. Please see the Campmaster section of the Heart of America Council website for further information on the training sessions. Our chainsaw training covers safe practices for handling these potentially dangerous tools. Chainsaw specific workdays are offered at each camp in the spring and fall and on an as needed basis.

SAMPLE CAMPMASTER SCHEDULE**2026 Campmaster Calendar**

2026 Campmaster Calendar v2

H. Roe Bartle Scout Reservation				Theodore Naish Scout Reservation			
Wk End Dates	Res Host	Events	Maint.	Res Host	Events	Maint 1	Maint 2 *
1/2 1/4		NAC					
1/9 1/11		Workday					
1/16 1/18		MLK 1/19			Workday		
1/23 1/25							
1/30 2/1							
2/6 2/8		Workday					
2/13 2/15		Presidents Day 2/16/25			Workday / Campmaster Annual Training @ Naish 2/14		
2/20 2/22							
2/27 3/1							
3/6 3/8		Workday			OA Brotherhood Induction		
3/13 3/15					Workday		
3/20 3/22							
3/27 3/29		Chainsaw Training					
4/3 4/5		Easter - Camp Closed			Easter - Camp Closed		
4/10 4/12		Skilled Trades Workday			OA Section G6 Conclave		
4/17 4/19		Cope - A Palooza			Work Day		
4/24 4/26					OA Spring Induction #1		
5/1 5/3		Workday & All Staff Workday					
5/8 5/10		National Camp School 5/9 -5/15			Workday		
5/15 5/17					OA Induction #2		
5/22 5/24		Memorial Day 5/25			Memorial Day 5/25		
5/29 5/31		Staff Week 5/26 - 6/3 - Tribal Celebration			Staff Week ?		
6/9 6/11					Summer Camp Start ?		
6/4		First Day Session 1 6/4			Summer Camp end ?		
7/25		Last Day Session 5 7/25			NYLT 7/30 thru 8/4		
7/31 8/2		Workday / OA Induction #1					
8/7 8/9							
8/14 8/16							
8/21 8/23					Workday		
8/28 8/30					OA Induction #2		
9/4 9/6		Labor Day 9/7			Labor Day 9/7		
9/11 9/13		Workday					
9/18 9/20		Range Activities Symposium 9/17-9/22			Workday		
9/25 9/27		Webelo Adventure Weekend			OA Fall Fellowship		
10/2 10/4		Workday					
10/9 10/11					Workday / OA Vigil Banquet		
10/16 10/18		Shoot-A-Palooza					
10/23 10/25					Haunted Trails		
10/30 11/1					Chainsaw Training		
11/6 11/8		Workday			OA Adventure Weekend		
11/13 11/15		Closed NAC			Workday		
11/20 11/22		Closed NAC			OA Brotherhood Induction		
11/27 11/29		Thanksgiving 11/26			Thanksgiving 11/26		
12/4 12/6		Workday			Closed NAC		
12/11 12/13					Closed NAC		
12/18 12/20					Christmas - Closed		
12/25 1/1		Christmas - Closed			* Saturday Work Only - No Overnite Facility		

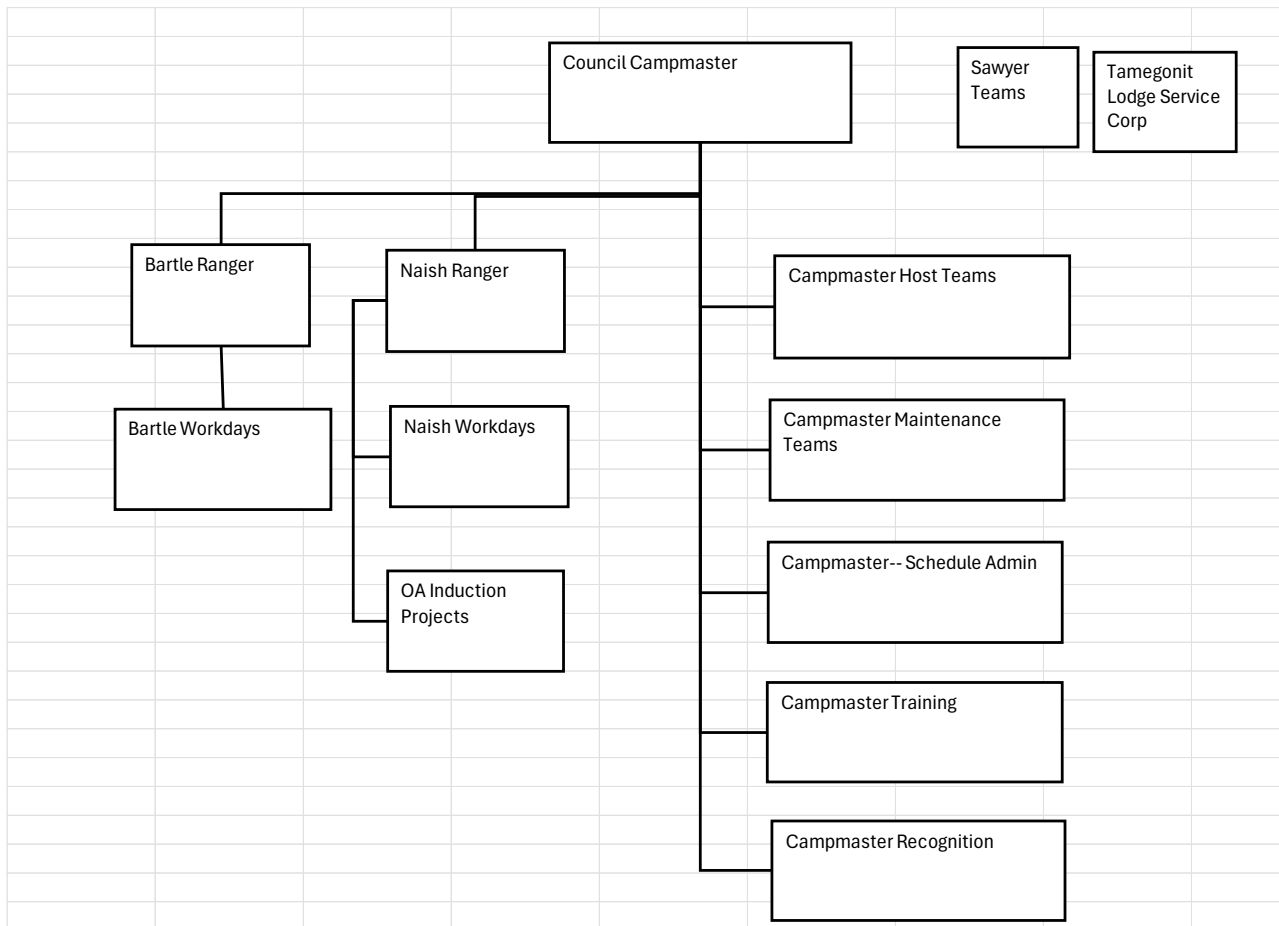
CAMPMASTER TEAMS

#	Team Leader
1	David Miller
2	Pat Parks
3	Tom Bundy
4	Mike Coyne
5	Bill McCully
6	April Hale
7	Scott Marshall
8	Thomas Rudkin
9	Ron Schroer
10	Rowley Tedlock
11	Judy Molt
12	John Cookinham
13	Bob Euler
14	Keith Neuman
15	Denise Nance

#	Team Leader
16	Lee Perry
17	Tammy Maybell
18	George Weaver
19	Tim Foster
20	Michael Morris
21	Ralph Hayes
22	AJ Flippin
23	Grant Dealy
24	Greg Dowell
25	Cameron Brenton
26	Jaysen Van Sickle
27	Matt Ward
28	Sharlet Untereiner
29	Teresa Sperry

NAC - Not Available for Camping

CAMPMaster ORGANIZATION



THE CAMPMASTER INSIGNIA & ITS MEANING



COLORS:

Green	=	Fair weather camping – summer
Blue	=	Fair weather camping – winter
Black	=	Foul weather camping
Red	=	Council long-term camp
Gold	=	Purity of purpose and service

SYMBOLS:

Rain Clouds	=	Good Prospects
Sun	=	Happiness
Sun Rays	=	Four sets of three, pointing to the four points of the compass, for guidance
Three Rays	=	Three points of the Scout Oath
4 sets x 3 rays	=	The 12 points of the Scout Law

Therefore, camping and observing the three points of the Scout Oath and twelve points of the Scout Law will certainly provide:

GOOD PROSPECTS FOR HAPPINESS.