

# SCA Leader Teams Handbook

*For Crew Leaders & Members*



*Student Conservation Association*

SCA Leader Teams operate in partnership with several Federal, State and Local Agencies, and non-profit organizations.

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## SCA LEADER TEAMS HANDBOOK

SCA is the nation's oldest and largest provider of conservation service opportunities for young people. Each year SCA provides the opportunity for approximately 4,000 people to serve public lands in all 50 states. The Leader Team program aims to provide off-season work opportunities for SCA Field Leaders and aspiring SCA Field Leaders that encourages their professional growth & development in the Conservation Leadership field. Leader Team Members will increase their technical conservation skills, outdoor skills, and group management skills by collaborating with agency partners & their peers through formal & informal learning opportunities.

Leader Team Members come from across all team-based programming- they could be a Community Leader from Pittsburgh, a seasoned National Crew Leader, or a Project Leader from the Native Plant Corps program. Members could have minimal outdoor experience, be arctic explorers, or be looking to get some trail work experience.

This handbook defines the role of the SCA and the Programs' policies and guidelines. It is to be referred to and followed. There are three sections- general information, a section specifically for the Leader Team Crew Leader, and a section specifically for the Leader Team Members.

### The General Information section addresses:

- SCA's Operating Values & Leadership Behaviors
- SCA Policies, Protocols, & Guidelines
- Advisory on Workplace Discrimination & Sexual Harassment
- Travel Information
- Crew Life

### The Crew Leader section addresses:

- Preparing for your Leader Team
- Managing your budget
- Planning & preparing for days off, professional development opportunities, & required program experiences
- Final paperwork & reporting requirements

### The Member section addresses:

- US Bank Cards
- Member Benefit Information

We encourage all individuals on a Leader Team to become familiar with this entire handbook so expectations are clear & transparent.

The [SCA Crew Leader website](#) is also a good resource for information, relevant forms, the SCA Field Operations Standards, cookbooks, games, jobs, pictures, & announcements. Visit it often!

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## **PART ONE: GENERAL INFORMATION**

As SCA staff & members, we expect you to adopt SCA's Operating Values & Leadership Behaviors.

### *Operating Values*

#### **Integrity**

At the core of all our business activity, we expect honesty, accountability, congruence between words and actions, and respect for colleagues and constituents.

#### **Quality and Excellence**

We are not satisfied with adequate services and programs. We relentlessly strive for excellence by setting and achieving high goals, recognizing accomplishment, learning from mistakes and making continuous improvement.

#### **Growth**

Growing organizations live – stagnant ones die. Our gift to the future of SCA is to stretch ourselves in a deliberate search to expand the breadth and depth of our programs, achieve our mission and ensure sustainable financial health.

#### **Other Centered**

We realize that SCA exists to serve and meet the needs of our constituents – members and their families, land management partners, donors and alumni. While each of us strives for the highest level of personal performance, we are also committed to serving our colleagues and helping them be the best they can be in meeting our constituents' needs.

#### **Act with Integrity**

Be trustworthy and accountable for your actions  
Demonstrate trust in colleagues  
Communicate honestly and respectfully  
Make decisions on the basis of fact not hearsay  
Measure and reward performance based on results and achievement rather than personality, personal traits or relationship with you.  
When in doubt, do the right thing

#### **Be Synonymous with Solutions and Achievement**

Expect Success  
Do not identify an issue, problem or opportunity without seeking solutions  
Challenge processes to continually improve  
When confronted with an issue or problem, address it directly with the person involved  
Encourage responsible risk-taking / Accept failure as a learning opportunity  
Continuously seek to learn more and teach others  
Create a sense of urgency but not anxiety  
Take ownership of your mistakes and failure  
Seek opportunity for growth and capacity building  
Set challenging but achievable goals and measure results  
Exhibit a positive, "can do" attitude toward our colleagues and our work

#### **Create a culture of teamwork**

Demonstrate a fundamental belief in the capacity of colleagues

#### **Team Oriented**

We believe more gets accomplished through teamwork than by individual effort alone. Externally and internally, we build healthy and successful partnerships that are inclusive of diverse abilities and points of view, create win-win solutions, celebrate success, and foster trust.

#### **Innovation and Creativity**

We seek to hear our constituents' changing needs and respond creatively to develop, adapt and improve programs, services and processes.

#### **Healthy Workplace**

We believe the most effective way to provide quality service is by ensuring that SCA is a rewarding and enjoyable place to work by valuing individual diversity, respecting colleagues, encouraging a spirit of service and creating a safe challenging and positive atmosphere.

#### **Environmentally Responsible**

We intend to live and work lightly on the planet and are committed to contributing to a healthy environment. Through both our words and actions, we strive to serve as a model of environmental responsibility for our members, partners and donors.

### *Leadership Behaviors*

Ensure each person understands how his/her job connects to the larger vision  
Set high expectations, monitor, measure, close performance gaps and celebrate success  
Look for and recognize achievement  
Address performance or behavioral issues directly, quickly and privately  
Encourage respectful dissent – Be intolerant of disrespect  
Share information and knowledge  
Adapt leadership style to meet team members' needs  
Encourage participation by all members of the team  
Reach beyond your department / team to support all of SCA  
Talk about "we" more than "I"  
Have Fun

#### **Demonstrate a Passion for Constituent Service**

Listen – really listen – to hear what external and internal constituents are saying  
Respond in a timely manner  
Strive to exceed expectations in meeting constituent needs  
Share what you learn with others – celebrate our constituent service legends  
Proactively seek input, criticism and advice from constituents  
Respond to external constituents as if you "own" that relationship  
Represent "One SCA" with all constituents

## **SCA POLICIES, PROTOCOLS, & GUIDELINES**

Each team has been provided with a Field Operations Standards (FOS) Handbook. The Crew Leader & all members are expected to know and follow SCA's policies & protocols as outlined in the FOS. Below a few of the policies are highlighted for your reference.

### **FULL INVOLVEMENT**

- Leader Team participants are expected to participate in all program activities and to be physically present and mentally ready to begin at designated times. You are responsible for communicating with your supervisor if you will be late or absent, or if you are ill. Failure to notify your supervisors will result in an unauthorized absence and may result in disciplinary action being taken.
- Agency partners and SCA rely on Leader Team participants to be fully motivated and able to take initiative independently.
- Leader Team participants are expected to act in conformance with, and abide by, all current and future rules and procedures established by SCA, as well as verbal and written warnings, probation, suspension, and/or dismissal from the program. This includes wearing appropriate clothing and conforming to Agency standards for personal appearance.

### **ALCOHOL and TOBACCO**

SCA understands that adults of legal drinking age may choose to consume alcohol after work hours and off program time during their term of service with SCA. Instead of prohibiting this activity, SCA strives to foster a culture of personal and professional responsibility where the consumption of alcohol by legal adults may be done in a responsible manner. With this in mind, alcohol consumption while serving with SCA is a privilege and not a right. If the consumption of alcohol becomes a management or safety issue, SCA may revoke this privilege. This privilege may also be modified by program staff to be more stringent than this standard.

### **Alcohol is sometimes permitted in SCA rented/leased/donated housing, with the following caveats:**

- Where alcohol consumption is prohibited by the SCA partner or facility, it will necessarily be prohibited by SCA. **Every SCA program has different regulations based on location, state laws, and partner requests.** See your supervisor for more specific rules and regulations regarding your site.
- Per SCA vehicle standards, alcohol is not permitted (consumed or transported) in SCA vehicles. No driver of an SCA vehicle may consume alcohol. (See Vehicle Chapter)
- Alcohol consumption must be done in accordance with all local, state and federal laws. It is unlawful for minors to be offered or to consume alcohol.
- There may be no partying (e.g. coolers, kegs of beer, excessive drinking) in SCA housing, campsites, or basecamps.
- The consumption of alcohol may not infringe on the SCA experience of other members in the dwelling. Individuals on a Leader Team must recognize that they are functioning as part of a team and must conduct themselves so as to increase the efficacy of the team.
- Alcohol consumption may not negatively influence a member's performance during their service.
- Alcohol consumption is not permitted during work hours. This includes evening hours when required program activities and/or professional development opportunities are planned. During rest days and 'free' evenings when group activities are not taking place, alcohol is permitted to be consumed when done so in a responsible manner that doesn't affect performance or compromise safety and professional behavior, in accordance with SCA's Field Operations Standards.
- It is prohibited to either consume or be under the influence of alcohol during service hours.
- Alcohol is not permitted to be consumed on a field-based hitch.

Any behavior occurring off-time that is unbecoming of a Leader Team participant or that negatively impacts SCA's partners or the communities in which we work is grounds for dismissal.

- Tobacco use is permitted when it is both legal and approved by program management, during break time (including breaks during the workday). SCA-branded clothing, patches, stickers, etc. must either be removed or covered when using tobacco (including chewing and smoking) and we expect cigarettes and other tobacco products to be disposed of in a way that is consistent with our environmentally-responsible values.

### **DRUG-FREE WORKPLACE**

SCA Leader Team programs support a philosophy that strives to eliminate all use of illegal drugs as well as the misuse of legal drugs. **It is unlawful to manufacture, distribute, dispense, possess or use a non-prescribed controlled substance on the program site.** Your supervisor can provide you with information on a drug-free workplace, including any available drug counseling, rehabilitation, and member assistance programs.

### **VEHICLE USE, INSURANCE, AND SAFETY**

#### **SCA rented, leased or owned vehicles:**

- **Follow laws-** While operating an SCA vehicle, all local, state and federal vehicle laws must be followed.
- **Seat Belts-** All passengers and drivers in SCA vehicles will wear seat belts at all times while the vehicle is in motion. If seat belts are non-functioning or missing for any seat, the affected seat cannot be used.
- **Professional behavior-** All SCA drivers and passengers are expected to behave professionally, included but not limited to: keep hands and feet inside the vehicle and keep music at a reasonable volume

- **Prohibited articles-** The following are prohibited in SCA vehicles: transport of opened alcohol, smoking, pets, picking up hitch-hikers, or affixing non-SCA sanctioned bumper stickers or decals.
- **Minor volunteers riding in SCA vehicles-** Anyone under the age of 18 who is not currently participating in SCA will have written parental consent (Program Participant Agreement) to ride in a SCA vehicle or in a SCA staff member's personal vehicle.
- **Vehicle recommendations-** For all field programs, SCA vehicles should carry the following items at all times: two sets of keys, one form of communication (radio, cell phone or satellite phone), \$20 emergency cash, insurance card, a completed Emergency Response Form, local and SCA safety contact information, a first aid kit, an emergency vehicle kit, relevant maps and a jack and spare tire.
- **Personal use-** Personal use of SCA vehicles is permitted under certain circumstances approved by the Program manager or Program Quality Department. Posted speed limits and state driving laws must be adhered to at all times.
- **15-passenger vans-** SCA will not rent, lease, borrow, purchase, or use 15 person passenger vans. 12 passenger vans or smaller are allowed.
- **Roof loading of vehicles-** Roof loading is allowed according to the vehicle manufacturer's specifications. Roof loading is not allowed for 15 passenger vans (with the exception of fuels or properly secured tools).
- **Tools transported with passengers-** Tools may not be transported in SCA vehicles carrying passengers unless secured in one of the following ways:
  - In the trunk of a car
  - On a roof rack, wrapped in a tarp, secured to the rack
  - In the bed of a pick-up, or otherwise physically separated from passenger space
  - Behind the last seat of a van appropriately secured.
- **Towing-** No towing is allowed without prior consent from the appropriate SCA Program Director.
- **Fuel transportation-** Fuels or power equipment containing fuel may be carried in the passenger compartment of an SCA vehicle if secured and with adequate ventilation.

#### Driving Personally Owned Vehicles for SCA Business:

- **Insurance-** Provide proof of minimum insurance coverage for personal vehicles: \$100,000 for bodily injury per person, \$300,000 for bodily injury per accident, and \$50,000 for property damage per accident.
- **Drivers under 21-** SCA members or staff who are under 21 are allowed to drive their personally owned vehicle for SCA business but MAY NOT transport other members or staff.
- **Proper Maintenance Requirement-** Vehicles must be maintained in a manner consistent with or exceeding the manufacturer specifications

#### *GROUNDS FOR DISMISSAL*

Each program must have documented Member dismissal protocols including dismissible offenses, authority to dismiss, and administrative procedures. Grounds for member dismissal may include when an adult member:

- Consistently uses unsafe behavior at work or the living site
- Behaves violently or aggressively
- Behaves in a sexist or racist manner
- Violates SCA's sexual harassment policy
- Engage in any type of non-professional relationship with other members or staff
- Manufacture, distribute, possess or use non-prescribed controlled substances on the program site, during the program duration or while representing the program.
- Consume, store or possess alcohol on the program site, during the program duration or while representing the program
- Use any tobacco products on the program site, during the program or while representing the program
- Have a medical condition that interferes with the individual's or group's ability to do job duties (not behavioral)
- Are a threat to self or others
- Have behavior that severely disrupts congenial group living or physically or emotionally endangers another member
- Fail or refuse to abide by SCA standards and/or rules
- Are not physically present or are not ready to begin work at designated times
- Delivers substandard performance

#### **ADVISORY ON WORKPLACE DISCRIMINATION AND SEXUAL HARRASSMENT**

We are confident that in your upcoming term of service, you will meet resource management and conservation professionals of the highest personal and professional integrity. Some of these people will inspire you, serve as mentors, and have a lasting effect on the rest of your life. You will come to value and treasure your opportunity to work side by side with these experienced professionals.

In the workplace (even one as professional as those of our cooperating agencies), discrimination can occur. It is the policy of all of our partner agencies to maintain a workplace environment free from any type of discriminatory conduct, including making statements or jokes, or committing acts regarding a person's race, color, national origin, religion, gender, physical condition, age, marital status or sexual orientation that are offensive, derogatory, or harassing. Nonetheless, over the years, a small number of our members have reported that they were victims of violations of this policy. Therefore, we feel

that it is our responsibility to advise you that there is a possibility, however remote, that you could be confronted with discriminatory behavior as well.

Most of us immediately recognize the more overt forms of discrimination. There is one kind of discrimination that sometimes takes subtle and insidious forms, namely, sexual harassment. Sexual harassment is not merely defined as sexual advances and/or requests for sexual favors that are unwelcome. It is also verbal comments, gestures and/or physical contact which are deliberate, repeated, unwanted and unsolicited.

Sexual harassment can sometimes be so subtle that it is not readily recognized at first. It may take the form of unwelcome verbal comments, jokes, suggestions or derogatory remarks based on sex; unwelcome physical touching, pats, squeezes, repeated brushing against or the impeding or blocking of one's movement; unwelcome visual harassment, sexually suggestive or derogatory pictures, drawings or cartoons; unwelcome communications, notes, phone calls or electronic mail. This may include words or actions the initiator intends to be "harmless," benign or playful, but which may not be so perceived by the recipient or an onlooker.

From your perspective, you should take seriously and not tolerate any conduct that makes you feel uncomfortable, degraded or intimidated. Also, do not ignore offensive behavior because it occurs outside of work hours. Members are encouraged to take action when they believe sexual harassment has occurred. Where appropriate, members should express their discomfort to the harasser. members should also report instances of sexual harassment to project staff. members should always feel free to bypass project staff and report instances of sexual harassment to the National Director of Young Adult programs.

It is the purpose of this policy to provide a communication channel for members to report instances of sexual harassment. Retaliation against an individual for reporting an instance of sexual harassment is prohibited and may be grounds for dismissal. All complaints of sexual harassment will be investigated thoroughly and promptly. Information related to the complaint will be held in confidence to the extent consistent with a full and fair investigation. If an investigation reveals that sexual harassment has occurred, disciplinary action will be taken to stop the harassment and to prevent harassment in the future.

No action will be taken against any individual who makes a good faith complaint or against any individual participating in the investigation or enforcement of this policy. However, any individual who knowingly makes a false claim of sexual harassment will be subject to appropriate disciplinary action.

Sexual harassment negatively affects job performance, productivity, morale, and future employment opportunities. Sexual harassment is offensive, inappropriate and illegal. Violators of SCA's sexual harassment policy may be subject to disciplinary action up to and including dismissal.

### **TRAVEL INFORMATION**

In participating SCA Programs, travel reimbursement of up to **\$650 (for the continental US), and \$900 (for Alaska, Hawaii, or other approved small airports)** is the total available for Leader Team members to/from their service site unless otherwise noted. SCA will cover or reimburse up to \$650/\$900 towards the cost of travel and travel related expenses.

#### **Travel for Leader Team Members:**

There are two methods for you to arrange travel for SCA:

1. Use SCA's partner travel agent- **Egencia** (a subsidiary of Expedia). Check out [Online Travel with Egencia](#) for directions on creating a user account with Egencia.
  - a. When you have completed your travel plans, you can submit the itinerary, which will be reviewed and approved by SCA before being ticketed.
  - b. For fares less than \$650, SCA will provide payment directly.
2. For fares above \$650/\$900, SCA will work with you to find a lower priced ticket. In the event that we cannot, you will pay for travel arrangements directly and submit for reimbursement up to \$650/\$900 from SCA. To receive reimbursement, you must book travel then send itinerary and fare information to SCA staff.

Charges incurred from a change in travel arrangements are the responsibility of the member, unless the change is requested and/or approved by Program Staff.

### **ADDITIONAL TRAVEL RELATED EXPENSES FOR LEADERS ONLY**

At the end of your crew, if you have not spent up to \$650/\$900 in travel, you may submit additional travel expenses for reimbursement. **Again, the limit for all travel and travel-related expenses is \$650/\$900 total unless otherwise noted.** A complete list of allowable expenses can be found on the CL website: <http://www.scacrewleaders.org/travel-information/scas-travel-guidelines/>.

Additional related expenses may be submitted and reimbursed with Program Staff approval. To submit for reimbursement, complete an Expense Reimbursement Form found on the CL website. You must itemized these expenses (i.e. airport meal during travel to training, baggage charge to Grand Teton crew, etc.) and provide receipts. NO RECEIPT = NO REIMBURSEMENT. (For mileage, please print of a copy of a Google Map or other resource documenting mileage between site and starting location). Please submit the Expense Reimbursement Form and receipts to Allison Judkins at [ajudkins@thesca.org](mailto:ajudkins@thesca.org) or [travel@thesca.org](mailto:travel@thesca.org)

or mail to:  
The Student Conservation Association  
c/o Allison Judkins  
689 River Road, PO Box 550  
Charlestown, NH 03603

Reimbursement forms must be mailed **within 7 days of completion of program** to guarantee reimbursement. Reimbursement amount will be issued as a separate check to Leader Team Crew Leader.

## **CREW LIFE**

The following section addresses tips & practices that are used on SCA camping crews. For some Leaders, this may be their first time camping for an extended period of time in a frontcountry or backcountry situation. Whether you're an experienced outdoors-person or this is your first time long-term camping, it never hurts to review some SCA best practices for making your time on a Leader Team successful & comfortable.

### *Tent Maintenance*

- Use the SCA gear properly and teach your participants the proper way, too. Gear should not have to be replaced because of silly mistakes or blatant misuse. Make sure members know to tell you when there is an issue with gear.
- Once your tents are set-up, put all the stuff sacks and pole bags in a safe spot, so that they will not be destroyed or lost
- Keep the equipment clean. Daily maintenance and routine cleanings not only make the gear easier to clean at the end of the program, but they will also extend the quality and life of the equipment, meaning less waste.
- No food! This is vital to make sure that mice, raccoons, and other critters do not rip through a tent in search of food. Also, your tents may be sent to a high density bear site next season, so any food odors increase the danger for that crew.
- Treat gear gently. If something doesn't fit, don't force it. Take a moment to see what the problem is and then try to fix it.
- Keep sharp objects and flames away from the tents.
- Try to set-up your base-camp in a way that protects tents from UV damage (in the shade) and strong winds (guy lines!)
- It is highly recommended that you take the time to 'inspect' the members' tents mid-program, checking to make sure that the tents are in good shape, free of food, etc...
- If you do have a gear issue, take time to investigate the problem and try to figure out if it can be easily corrected. If not, call the Cache and see about getting a replacement.
- If you do need to do a field repair, consider the following:
  - Do not repair an item if you don't know how. Especially the stoves!
  - Refer to the owner's manual/instructions
  - Use the repair kits enclosed with your cache
  - Try not to use duct tape to repair torn tents
  - Contact the Equipment Warehouse if you have any questions/gear issues

### *Kitchen/Common Spaces*

As anyone who has spent any time in the field knows, the kitchen really is the heart (and stomach) of the basecamp experience. Much of the magic of an SCA experience takes place here, so you should do your best to make this a comfortable, well protected, safe, and very clean place. Depending upon your site limitations, you should try to as hard as possible to make your kitchen and common area a private and secluded area- easier to build on your crew's community when you aren't trying to have a community meeting or reflective time with the common area right next to a busy trail. If you are backcountry, in general, you should try your best to 'hide' your site from trail, not only to keep unwanted visitors from showing up, but also to make sure that a hiker or backpacker's wilderness experience isn't impacted by your crew's drying laundry or a boisterous game of Birdie on a Perch.

Each crew is set-up with a standard kitchen cache which includes the pots, pans, utensils, stoves and even an oven needed to prepare meals for your crew. In addition, crews have coolers and RubberMaid bins for the storage of food and the kitchen gear. Depending upon whether or not you have an area to store extra food in an agency building, you may need to purchase additional storage bins.

A well placed and well set-up kitchen tarp is worth its weight in gold. Make sure your tarp is large enough to fit the stove, your table, and the crew- a 10'x12' sized tarp is the smallest we would recommend. Also make sure the tarp is set-up high enough that people can stand comfortably while they cook, but not so high that the weather can blow right through it- you'll have to find that perfect mid-point. Remember that the nylon will stretch due to the sun and water (from the puddles that are almost guaranteed to form after a good rain), so there's a good chance you will need to readjust your tarp throughout your crew.

If it is possible to secure the use of a picnic table or even a piece of plywood and some saw-horses, do it- your crew will thank you! Preparing large meals on top of coolers and cooking on the ground is not highly recommended or very much fun.



Since you will also be storing and preparing your food here, take care to make sure that unwanted animal visitors do not become a problem. The kitchen should be cleaned after every meal and food should never be left out.

### *Cleaning Up*

**Hands:** Maintain the health of your crew by establishing exemplary kitchen sanitation. Anyone working with food must wash their hands with soap (and completely rinse the soap off) before beginning to cook. Leftovers should be kept cool. Wash and rinse your dishes well to ward off unpleasant stomach problems.

**Dishes:** Besides keeping everyone's hands super clean, one of the most important ways to keep your crew healthy is to make sure that its dishes are properly washed and sanitized. Again, remember your LNT Standards and make sure that a dirty dish never touches a water source and that all dishwashing and waste-water disposal take place at least 200 feet from water sources.

The SCA Dishwashing system works as follows:

1. Dish bin #1- Rinse: gets all the food particles removed; warm water is recommended if you've got a greasy bunch of dishes to clean. Having a sponge or brush to scrape stuff off is a good idea. If the water gets really murky, change it out and start fresh
2. Dish bin #2- Hot and Soapy: should be just hot enough that people do not want to keep their hands in there, but not so hot it burns. Make sure a conservative amount of soap is added or your hot rinse bin will become another soapy bin. A sponge or scrubby should be used to get all the food particles removed and to get everything clean. Again, if this bin gets too nasty, change it out
3. Dish bin #3- Hot Rinse: this bin is just for getting the soap off the dishes. Once the soap is off, your dishwashers should be looking for any food or grease left on and should return those items to the soapy bin. If this bin gets too soapy, change it out
4. Dish bin #4- Bleach and Cold Water: this is your sanitation rinse, so everything should be visibly clean before it goes in here. Add approx. 1 tablespoon of bleach per 2 gallons of cold water (your dish bins are almost all 3.1 gallon containers)- you should be able to smell bleach but the water should not leave a slippery film on your fingers; add more cold water if it's too bleachy. For the bleach to function, it must have a chance to evaporate, so do not towel dry your dishes. All crews are supplied with dish hammocks and mesh dunk bags (for the silverware and utensils) for drying everything.

**Knives:** small, shallow lacerations caused by knives are some of the most common injuries that we see in our industry. You should take precautions that your kitchen knives are stored in a safe way (not haphazardly thrown into a bin) and that knives never get left in a dish bin- make sure whoever brings the knives to be washed, goes through every step of the cleaning process with those knives in hand.

**Non-stick Pots & Pans:** many of the pots and skillets that SCA uses will be of a non-stick type; for the safety of your crew and the durability of the pots, do not use steel wool or harsh products to clean them- you will scratch the lining and it will start to flake. SCA is in the process of buying all non-stick, but finding dependable replacements has been difficult. Also, do not use metal utensils on these non-stick pots, since you will scrape the lining off.

**Sponges:** keep in mind that your sponges and green pads, regardless of how often you rinse them and clean them out, are 'smelly' and creatures big and small will do their best to get a taste of them. Store them with your smellies and keep them from attracting animals to your camp.

**Wastewater Disposal:** to dispose of all the grey water from your dishwashing, spaghetti making, and tooth-brushing, you will need to dig a sump hole, unless you are at a campground or group site where they may either have a designated grey water area or a deep sink for such use. A sump hole should be near your kitchen/food storage area (wherever you do your cooking and dishwashing) and should be dug approximately 3 feet deep and a foot or two wide. Depending upon the soil type and water table, you may need to dig more than one sump if your other sump drains too slowly or fails to drain. Use a wire screen or strainer to catch all the food particles and missed chop-sticks or sporks when you dump your dishwater and empty the debris from the screen into your garbage every time- animals will be attracted to this area, so don't give them any freebies. If it's possible, try to cover the sump hole up when not in use to prevent little critters from falling in (and errant crew members too). And once it's time to break-down camp, replace all the dirt and fill in the sump hole.

### *Latrines*

For crews in the backcountry, an area must be designated for the disposal of human waste. SCA recommends the use of a trench latrine, but you should check with your agency about their requirements or recommendations. If there is a pit toilet present at the site, you should probably dig another pit toilet hole when the first fills up.

#### Latrine Specifications

- make sure site is at least 200 feet away from water, trails and campsites
- the trench should be dug about 6 inches deep (within the organic material of the soil) and be dug at length prior to it being needed
- as the trench is used, the 'dug-out' dirt should be used to cover the waste
- if toilet paper is used, it should not be buried with the waste; it should be placed in a sealable plastic bag, stored in a way to keep animals from getting to it, and should be packed out with the rest of your crew's trash
- 'natural' toilet paper can be used- leaves, rocks, etc. and they can be buried in the trench

Besides making sure that your latrine meets environmental and agency standards, make sure that the latrine is a place where the crew will feel comfortable and able to do their business without interruption. Remember, for many people, this will be their first time not using a conventional bathroom. Take the time to make sure that every crew member understands how to use the latrine. Also, set up a system to let others know that the latrine is 'occupied'.

Since human excrement is an excellent vector for bacteria and viruses to cause some serious GI distress, make sure that a convenient hand washing system is set-up next to the latrine or that there is at least waterless hand cleanser available. You must enforce this rule or you will watch your entire crew (and probably you) fall ill in a not-too-pretty way.

Certain sites, either in sensitive riparian areas, desert regions, or tundra, may require a crew to take additional steps to properly dispose of their waste. Once again, your agency contact should inform you of what is required.

When it comes to urination, for most sites, the most important thing would be to disperse the urine- do not establish and boys and girls room. People should try to pee in a different place every time, since while a little urine has hardly any effect on the environment, a concentrated amount of urine makes a smelly mess and will kill much of the vegetation. Urine will also attract many animals, especially deer (who seek out the salt), so keep this in mind as well. Again, if you are in a very sensitive vegetative or riparian area, check with your agency contact.

### *Food*

You will talk about it, complain about it, dream about it, and eat vast quantities of it. Food. No single aspect of an SCA program will occupy so much of your time and energy as food. Good food can miraculously cheer up a gloomy crew; and bad food can bring the most effervescent spirit to the depths of despair.

### **Meal Planning**

Everyone has a philosophy about food and a way to tackle the problem of figuring out how much a group of people you have never met really will eat. We offer here some suggestions, tactics and general guidelines for "guestimating" quantities. But the best teacher in this matter is time and experience. If you keep careful notes of what you buy this year, what gets eaten, what doesn't, it will all be a lot easier the next time around.

Planning, buying and packing food can easily take many days. Schedule your time accordingly and avoid rushing this important task.

### **Factors to consider in planning menus:**

#### **1. Familiarity**

For many people, SCA programs present a huge challenge: being away from home in a group of strangers and working hard at unfamiliar tasks in foreign surroundings. When everything else is new and scary, familiar food can be immensely reassuring. You can instill a positive feeling for camping by bringing foods on your program that the students like.

Remember that the food you are accustomed to may be totally unfamiliar to your group. Do not try to convert people's eating habits by planning on **total** vegetarianism, sugar abstinence or a subsistence diet of beans and rice. This does not meet SCA's goals of providing an emotionally safe environment for your participants. You will have ample opportunity to introduce your crew to issues of commercial meat production or other issues of diet and nutrition while still meeting some of their basic needs for comfort food. If you please them by bringing Oreos and boxed brownie mix, they may concede to eat your lentil stew once in a while. Aim to keep everyone's morale high by having a variety of good, nutritious and occasionally indulgent food on hand.

#### **2. Balanced Nutrition**

Hard working people need balanced, healthy diets composed of a variety of whole grains, complete proteins, vegetables and fruits, and fats. If, for storage or preference reasons, you will be bringing only a small amount of meat, plan to combine vegetable proteins in balanced combinations. If you are new to the beans-and-rice, pasta-and-cheese game, see the following list of cookbooks for recipe ideas.

#### **3. Cookbooks**

Great recipes can be found in all kinds of places. Good, easy to use, cookbooks make supervising easier. First time chefs gain confidence and need less help, when they can refer to a written guide. You may have some favorite books of your own. If not, some references that may help you balance proteins include *A Diet for A Small Planet*, *NOLS Cookery*, and *Laurel's Kitchen*. General books for new cooks, traditional as they may sound, include the *Joy of Cooking* or *Betty Crocker*.

#### **4. Meat**

Whether or not you are a vegetarian, bring some meat on your program. Meat constitutes an important part of many participants' diets and the lack of meat on their program can precipitate strong discontent. While you need not plan every meal around a meat entree, bring enough to make the omnivores feel at home.

#### **5. Climate, Weather, and Altitude**

If it is likely to be cold or you are working at elevations above 7,000', you will need more calories to keep your engines running. That means sweet drinks, hot breakfasts, more fats and complex carbohydrates, hot drinks at night, high-calorie snacks, etc. In a hot climate, appetites drop considerably as does the urge to cook complicated meals. Plan quick and light foods in these climates.

## 6. Cultural Preferences

For any crew that has students who come from ethnic backgrounds where food traditions are different than standard fare, respecting and providing for these cultural preferences are important. Be sensitive to peoples' heritages and develop your food plan accordingly. Also, little touches can go a long ways toward making students feel comfortable. A pair of long cooking chopsticks amongst your other kitchen utensils will be an instant clue to Asian students that you respect their eating and cooking culture.

## 7. Individual Preferences

Use the food preferences sheet and send it to your members before they arrive. Follow up thoroughly on any food allergies that are identified. Ask very specifically if any of them are vegetarians or vegans. If they say yes, follow-up to find out what exactly this means in their diet. These buzz words have more connotations and subtle variations than you might imagine (see the sample food preference sheet for ideas about how to query them). Your crew members may also have dietary restrictions for health reasons, so be certain to know food allergies and needs beforehand to better help you plan.

## 8. Weight

How your food will be transported to your camp will influence what kinds of foods you can bring. If you need to keep total weight down, look into dehydrated vegetables instead of bringing canned ones, for instance. Also, whole and unprocessed foods are actually lighter per nutritious meal than processed or packaged food. And always consider reducing packaging to the absolute minimum.

## 9. Camp Location

Front country camps have an advantage over backcountry camps when it comes to food. Weight is rarely a concern, and good refrigeration with coolers and ice is often possible. You may have the option of re-supplying often. If so, DO IT! Take advantage of your camping situation by serving lots of fresh, heavy (in weight) food. Fresh, perishable food is cheaper, healthier and more nutritious than dried or packaged foods. It is unnecessary to deprive your crew of this luxury to maintain a "purist" camp. You may even want to indulge them in an occasional ice cream cone or soda. However, if you have this luxury, maintain your budget in the face of temptation!

## 10. Cooking Options

How you will prepare your meals also has bearing on what you bring. If you know you will be cooking over a fire or using a Dutch oven for some meals, plan things you can cook with these tools. For solar oven meals, bring easy all-day cooking foods. Altitude also effects cooking options: you cannot prepare dried beans above 5,000' unless you have a pressure cooker - they will never get soft enough. Also, pasta cooked above 10,000' usually turns to glop before it cooks because the water does not boil hot enough.

## 11. Storage in Backcountry Camps

How will you store your food? Having to hang everything to keep bears away necessitates low bulk. You may want to bake bread every day, rather than storing weeks of bulky crackers. Do you have any refrigeration options? Your options for what type of food you can bring increase dramatically if you can keep perishables fresh. Refrigeration also determines what kind of volumes and packaging you go for. Mayonnaise must be kept cool once it is open, but if you get the tiny jars you can have it all month without refrigeration, using the entire contents of each jar in a meal.

## 12. Cost

While your food budget is adequate, it will not allow you to serve ultra-elegant food. Save money by buying mostly whole and bulk foods, and splurge on a few processed items. Pre-packaged "camping" food and freeze-dried food is outrageously expensive and not very tasty. Dehydrated food, though, can be quite reasonable to reduce weight and bulk for the hiking trip.

## 13. What You are Comfortable Cooking

Don't get overly ambitious, or try to impress anyone. Stick to meals you know how to cook or a few simple recipes if you are a novice (or ambivalent) in the cooking department. Similarly, while baking is an important part of some SCA programs, it also takes additional time and planning and may be completely inappropriate for some situations.

Some crew leaders pride themselves on rarely repeating a dinner, while others prefer to have five or six basic recipes that will be repeated four or five times giving students the opportunity to master them. Let your leadership style guide you here, and anticipate creativity and experience among your crew.

## Food Quantity

Once you have determined what kind of food to take based on all the variables discussed above, you must figure out how much of it you will need. This is both an art and a science and remains a thoroughly mysterious process to even the most veteran crew leaders. Common sense and organized planning seasoned with a healthy dose of intuition and luck and you will be close on most things. A basic rule of thumb is to err on the side of estimating generously; teenagers eat a lot. Every crew will be supplied with a copy of **NOLS Cookery**, in which portions are accurately discussed at length.

## Strategies for quantity

Crew leaders typically employ one of three basic strategies:

1. Write out the amounts of each ingredient for each meal. Compile this list into a master food list with bulk amounts needed.

2. Use the NOLS Cookery as a guideline for general amounts; modify it to accommodate the menus planned.
3. Use food lists from last year, augmenting quantities of things that went fast and reducing on those that were left over (this is obviously not possible for first year leaders).

All three methods seem to work equally well (or poorly!) when applied diligently and with adequate forethought. One method that does not work well is winging it, unless you have a vehicle and can re-supply easily.

### **Purchasing Food**

Place a bulk order at the local food coop or natural food warehouse for whole foods, bulk items and organic foods. Discount warehouses and restaurant supply stores offer good bargains on quantities of some foods, but items in stock can vary greatly from week to week. Go there first to pick up whatever you can and then move on. Beware of trying to save on packaging or cost by buying large containers of perishables. Family size containers are usually fine but think twice about commercial size. A grocery store will likely have many of the remaining food items you need, especially brand name goods like Oreos and M&M's. Camping stores like REI have packaged dehydrated or freeze-dried camping foods.

If you have experience drying food or making jerky, you might want to buy fresh foods and dry them ahead of time. Due to the effort involved, though, you will probably find that you only have time to prepare enough for an occasional treat or special meal.

### **Backcountry Crew Considerations**

#### **1. Food Packing**

Once you have bought your rations, you'll need to pack them for transport into base camp. For front country camps this is pretty easy - a bunch of cardboard boxes will do the trick. The following discussion is tailored for backcountry camps that will be supplied by horse or helicopter.

#### **2. Estimating Weight**

Your coordinator will need a rough estimate of how much food and gear will be packed in. Consider the number of panniers you will be using and estimate the weight by category (x # under 25 lbs, y number 25-50lbs, etc) then total the estimate. Once you have packed and weighed all your food containers you can get an accurate figure. This weight total does not include tools or water (if water is to be packed in when a base camp lacks a water source, estimate eight pounds per gallon, not including container weight) so consider that when totaling.

Any packaging of food and supplies that you do in advance of transporting it to your packer should be weighed and marked. If you do not do this, don't be surprised if the packer breaks it down to mix and match appropriate loads for her animal.

#### **3. Packing Tips**

- Remove excess packaging both to save weight and to reduce the amount of waste you generate in the backcountry. Will you pack in bulk, or break food into daily allotments? Both methods work fine, but pick the right one for you.
- Pack your food in the containers you will be storing it in for the month. Panniers or square, white buckets with lids (four gallons) are best for serving both purposes, but sturdy cardboard boxes with lids can suffice. All containers must be securely sealed with tight lids, metal fasteners, strapping tape, or nylon cord.
- Mark each container clearly with indelible ink to indicate what is inside and how much it weighs. If your supplies will come in two or more loads, indicate which boxes will be transported in the first load, which in the second load, and which, if you are fortunate enough to have a further re-supply, are for your hike. Color coding your buckets with tape or using different colored markers can help a hurried packer choose the right pieces.

#### **4. Packing for Horses**

Packing supplies for horses is an art unto itself. There are two basic methods packers use to secure loads onto the animals: sawbuck and Decker. Find out which your packer uses, and what her requirements for loads are. Whatever their individual tastes, the loads must be balanced. Marking the exact weight of each container will help them make up balanced loads. Additionally, if they will be packing in panniers, heavier items should go at the bottom and toward the inside. Panniers should be packed in pairs, not only of equal weight, but also with similar internal weight distributions. Most packers set a maximum pannier weight of 50 to 75 pounds per box. Find out ahead of time what your packer's limit is. As mentioned above, square 4-gallon buckets, panniers, Coleman coolers, or sturdy cardboard boxes are the best containers. Get your white buckets (with lids!) at restaurants or fast food places. If you'll be hanging them, make sure they also have handles. All your food supplies for eight people should fit in 25 to 35 buckets; for twelve people plan on using 40 to 60 buckets.

Fabric panniers are becoming very popular, and a 68-quart Coleman cooler fits snugly inside them. Wooden or metal panniers will most likely be supplied by the agency. The best cardboard boxes have full overlaying lids such as those that apples come in. Ask any grocery store for these, but they are popular so start collecting them early.

Round containers of any kind are awkward to pack on horses. Make your packer's job easier by bringing 28-pound propane tanks (containing 2.5 gallons of propane) rather than the 38-pound tanks (5 gallons). The former are long and thin, about 8" in diameter and 24" high, and can be more easily strapped on top of loads or put in panniers.

You will likely have a few glass food containers among your supplies. Minimize these as much as possible, and treat what you do bring with special care, as any breakable container simply shoved in a pannier or bucket is bound to break. Bury breakables inside buckets full of cushioning foods like flour, rice, beans, or pasta. Place them so that no bottle can

possibly touch another or touch the sides, top or bottom of the bucket. Play it safe, and put each breakable inside a plastic bag first.

## 5. Packing for Helicopter

Helicopter transport to bring in supplies can be unreliable as helicopters can be called away from scheduled use for emergency use at any time. Tell your coordinator that you would prefer a different option, or at least make it clear that you understand that this choice brings some extra logistical challenges. Few of our coordinators pack in this way, but if your coordinator is planning on it take double precautions in case the helicopter cannot arrive for a number of days. Supplies transported by helicopter are carried either in the body of the chopper or more often, in a sling hanging below it. Your food will not get any more banged up than if it was packed into your camp by horses. Thus, packing for helicopters is similar to packing for horses, except you won't need panniers. It is even more critical to accurately weigh each box or bucket, and clearly mark it on the outside, as the pilot's safety could be at risk if prescribed weight tolerances are not carefully observed.

## 6. Packing for Llamas

In the last ten years or so, using llamas as pack animals in the backcountry has become popular. For the recreational wilderness user they can be a great alternative to horses. Their hooves reputedly do less damage to trails and they make generally less impact. They can eat native browse so you don't have to carry feed or be as concerned with introducing the seeds of exotics in their droppings. They are smaller and more mobile than horses, etc.

But for transporting a crew's 1,500 pounds of food and gear even a short distance they have proven unreliable. If your coordinator suggests that she might use llamas to supply your camp, you may want to give her the benefit of SCA's experience. This includes the following arguments:

\* Llamas can carry much less per animal than horses or mules - 60-75 pounds is about their maximum load compared to 150-300 pounds for horses.

\* They are temperamental and may refuse to move if they get in a bad mood. They spit. They lie down when they get too hot.

\* Horses do not like them. If there is any chance of meeting another horse party on a narrow trail, the agency stands to lose in the public relations department.

If you do end up having to rely on llamas, keep in mind their much smaller, lighter load requirements as you pack. Square buckets may be too big for packing with llamas.

One final important warning for transporting food by any method -- make sure white gas, chainsaw fuel or bar oil, etc., is never packed on the same load as your food!

## 7. Packing for the First few Days

To make sure that packer mishaps don't cause a food or logistical crisis, you and your crew will need to be independent and self-sufficient during the first two (or if you are very remote, three) days of your program. To do this carry the following items with you on your hike into your site:

- Stoves and Fuel - bring your backpacking stoves and three days' worth of white gas.
- Food and Utensils - plan three days' worth of backpacking meals. If your packer has no mishaps this food can be used on the recreation hike.
- Tents and Tarps - bring just enough tents for everyone to squeeze into and have the packer bring the extras. One tarp can make all the difference if you get heavy rain on your first day.
- First Aid Kit with all the emergency paperwork and medical forms
- Radio

***Do not put your Emergency/Crisis Management information in your gear to be packed in for you. This information should stay with you at all times.***

To make things easy on the first day, carry all the ingredients for the first dinner in your own backpack and cook for the crew that first night.

### *Food Storage*

Storing the food supplies of a crew for a month in the field is no small task. It nearly amounts to the volume of food you may consume in a year if you live alone! Food will need to be stored to protect it from spoilage by sun, rain and critters. Prior to your pre-program visit, begin to think about the best way to store your food.

### **Storage Container Options**

In the section above on packing, we mentioned using square buckets, panniers and cardboard boxes. If you have a front country camp, you have other storage containers you can choose from as well:

- Plastic or metal garbage cans with lids - preferably new or thoroughly cleaned, scrubbed, disinfected, and lined with food-safe plastic.
- Aluminum toolboxes - some agencies have metal boxes 6' x 2' x 1' in their fire caches.
- Coolers.

- 5 or 10-gallon plastic buckets. For bulk foods get ones that contained food previously. For packaged or canned foods you can use scrubbed paint buckets.
- For crews in bear country, you may be given bear boxes or plastic bear containers depending upon your location. Proper food storage is very important for the safety of your crew.

Protecting food from sun and rain is easy: bring a big tarp and create a separate "pantry" for your supplies.

**What Not To Do...No food should be stored in personal packs, sleeping tents or daypacks.**

Food should also never be eaten in tents. While you may not be in grizzly bear country this summer, your equipment may be used in Denali National Park next year - an area where you would not want food smells anywhere near your sleeping quarters. Besides, far more tents are destroyed by mice (eating holes in the fabric to get at a granola bar saved for a midnight snack) than by bears!

**Refrigeration Options**

Refrigeration is straightforward, too. Either you have it or you do not. If you are in bear country most of the following is problematic, but good ways to keep food cold include:

- Electric refrigerator, sometimes available in front country campgrounds.
- Cooler with ice or dry ice. Reduce the number of ice re-supply runs you have to make by opening the cooler only once or twice a day. Also, if the air temperature drops into the thirties at night, open the cooler for the night.
- Snow bank.

**Critter Control in Camp**

Your biggest problem is going to be critter-control. Unless you are in bear country, you can probably store your food on the ground, but you must have containers capable of repelling the advances of hungry raccoons, eager mice, gnawing chipmunks, persistent skunks and other opportunistic creatures. Ask your agency coordinator what critters you're likely to encounter.

For programs in black bear or grizzly bear country, you will need to take more precautions by hanging food or having bear proof containers

**Critter Control on your Rec Trip, or Hike into Basecamp**

Critters are just as likely to find your food stash while on your hike as they are at your base camp, so during your hike, plan to hang your food. If you are in bear country this is a must. You may be accustomed to slinging up your food when you go backpacking. Just remember that now you are traveling in a group of eight to ten and the amount of food to hang will be much greater than you usually contend with when hiking alone.

Obviously, you do not want to bring your whole base camp set-up far into the backcountry as it easily weighs 75 pounds.

**Counterbalance System**

This system works best for "light" loads less than 60 pounds. Food bags hang from one line running over a branch, balancing each other's weight. No line runs to the ground.

Toss a small rock tied to a line over a sturdy branch. Tie half the bags to the end of the line and pull them all the way up to the branch. Now tie on the remaining bags as high on the rope coming down from the branch as you can. Coil the extra line and loop it gently over the bags. Push the bags upward, perhaps using a stick to get them high enough to hang even with the first lot. In the morning, take a stick to knock down the coiled line and pull your food down.

*Fuel*

SCA has moved from using a mix of white gas and propane burning cook-stoves for our base camps to exclusively using propane. Propane has several advantages over white gas: it is cleaner, safer, cheaper, lighter and more reliable. Propane stoves give clean, well-regulated heat and are easy to use. Their only disadvantage is the weight of the propane storage bottle.

Each SCA Crew is provided with two propane stoves and the hoses and regulators necessary to hook them up to either the small propane canisters or the larger refillable tanks, with the 20 pound tank being the most common size found; it is highly recommended that you take both stoves into the field. The propane stoves that SCA provides all have 2 burners and

2- 20 pound canisters should provide enough fuel for a 30 day program.

**Amount of Fuel**

A wide range of fuel consumption exists among different crews and crew leaders. Great care has to be taken in instructing crew members to completely turn off the valves on both the stove and tank when cooking is completed, or your entire tank can empty into the atmosphere over one night or create a very hazardous condition! Other factors that can affect how much fuel you use will include:

- Complexity of menus and amount of whole grain foods cooked (three-hour bean dishes obviously use more fuel than three-minute ramen dinners).
- How much "extracurricular" baking your crew does.
- How much you use a fire or Dutch oven with coals from the fire to cook.
- Weather - when it's cold you need more hot food and lots of hot drinks.
- Condition of your stove - old or leaking stoves will not be as efficient as new, well-tuned ones.
- Altitude - it takes longer to cook food at higher elevations.

- The length of your program.

You may use anywhere from 20 to 40 pounds of propane in base camp. This does not include the weight of any of the bottles. Running out of fuel can range from being inconvenient to dangerous, so plan carefully, and consider having a small (disposable) reserve tank in your cache. Also, a hint for monitoring fuel consumption on tanks without a gauge – check for condensation on the tank early in the morning. The condensation will only form where there is fuel.

### *Food Preparation*

Part of the SCA experience for your crew is learning to take care of themselves. Don't let yourself do all the cooking, even if you cannot stand their food! One strategy is be heavily involved early on, and then back off in your involvement in the kitchen the second week. Regularly hanging out in earshot of the kitchen is another time tested strategy for both developing independence and cooking competency in your participants while also eating palatable meals.

### **Baking Time**

It will take between three and four hours from start to finish making two loaves of bread in a field camp. If you bring enough flour to bake every day, you had better do it. Packers usually grumble bringing 30 pounds of flour in, but they get **really** bent out of shape if they have to pack it out! Instead of trying to bake bread each day, consider baking a few times a week as a treat and pack in crackers for other meals.

### **Treats**

Have a few stowed away to pull out at unexpected moments. They are great morale boosters. Hide your stash of chocolate at the bottom of the lentil bucket where your crew will never think to look for it.

### **General Helpful Hints:**

- To depressurize your pressure cooker, instead of removing the valve on the top and spraying goeey rice steam all over, take the pot off the stove and pour cold water over it until the safety gasket goes down!
- Use the two mesh bags provided for drying and storing your clean utensils.
- Make your collapsible Coleman oven bake more evenly and save fuel by making an insulating cover out of a used fire blanket. Most agencies have lots of opened (no longer useable) "shake and bake" body bags that fire-fighters use. Cut one up to cover the top and sides of your oven. Also, place rocks (not river rocks which could explode) in the bottom of the oven to hold the heat and distribute it more evenly.
- To prevent the midnight clean-up, put dish water on to heat as soon as dinner comes off the stove.

Extra food waste attracts animals and creates disposal problems. Here are some tips reduce or eliminate it:

- Make less food
- Take it to work the next day for lunch. Have enough containers to hold leftovers.
- Take advantage of appetites to combat cleanup.

If you must dispose of it (like when a meal goes spectacularly "wrong"), store it where critters cannot get into it. If you are in bear country you must hang it with your food supplies or if you can burn, completely burn it in a very hot fire. In the backcountry, anything you cannot burn should be packed out. Composting in the backcountry is unacceptable, **do not do it**. It habituates animals to humans and food scraps and violates Leave No Trace and agency policy.

### *Water*

When SCA started running programs over fifty years ago, no one thought of needing to purify water for trail crews.

Mountain streams were clear and clean. In the past decades, however, the parasitic amoebae Giardia and others have colonized many of our most remote rivers, lakes and streams. Very few places remain in the continental United States where you can assume that the water is safe to drink without purification.

Several purification options are available for ensuring safe drinking water for SCA crews. All of them are time consuming and require diligence in making sure that water is purified before it is needed.

- **Filtration-** There are several different filters used by SCA crews to physically remove cysts and particles. An important aspect of using these devices is that they must be used properly, must be cleaned regularly, and inspected to make sure that they are functioning properly. All of the filters used on SCA crews will, at the least, filter down to 1 micron. Some of the types used on an SCA Crew include: MSR's MiniWorks, AutoFlow, and HyperFlow; Katadyn's Basecamp, Siphon, and Ceradyn; and Reliance's LifeGuard.  
If your agency provides you with a filter system, make sure that you know how to use it properly before you head into the field and make sure that it meets SCA Standards (filters to at least 1 micron). If you have any questions about a filter system, please contact the Equipment Manager.
- **Boiling-** Bringing questionable water to a boil for about a minute to 10 minutes (according to varied opinions on this point) kills the giardia cyst. Water that will be used for cooking, hot drinks or washing does not need to be treated except by boiling. Boiling is not the ideal method for treating your other drinking water as it consumes too much fuel. Additionally, the water tastes flat. Some circumstances may require this however.
- **Chlorine-** Currently, SCA only approves the use of chlorine as a means of chemical purification; iodine is no longer to be used. The iodine in your first aid kit is to only be used for medical emergencies. SCA's standard is that 1 TBS of chlorine will be used per gallon of water. Other chlorine based products (such as Aqua Mira or Potable Aqua's chlorine dioxide tablets) can be used as well- follow the manufactures directions.
- **Filtration and Purification-** At certain sites, based upon state or federal regulations, you will be required to filter and then use a chemical means to purify your water. In general, your agency will let you know these requirements and let you know how to comply.

## Water in Camp

- **Water Containers-** Clearly mark your water containers "drinking" and "non-drinking." Don't put unpurified water in the drinking containers.
- **Estimating Water Needs-** For your own information you will want to know about how much your crew will drink. Estimating this becomes even more important if you have a dry camp (with water being brought in by truck or helicopter) or if you will be using iodine to purify it. Surely you have heard that you ought to drink eight glasses of water a day. This amounts to about two quarts. But when you are working your water consumption needs to go up dramatically, especially if the weather is hot, and/or you are at elevation. A crew of eight drinks about 8 -10 gallons of purified water per day in moderate conditions. This does not include any of their hot drinks, soups or other foods that have water in them. In very hot, dry weather you will consume much more.
- **Dry Camps-** If you will have a dry camp, plan on water consumption for drinking, cooking, dishes and a rare-sponge bath of roughly:  
400 gallons for 8 people for three weeks, OR 600 gallons for 12 people for three weeks. 450 gallons will do if there is other water available for dishes and bathing. If your water will be packed in or flown in, you also need to estimate the weight of this water. Calculate this weight using eight pounds for each gallon of water, also remembering to allow for the weight of the containers: 3,600 pounds for 8 people for three weeks, or 4,600 pounds for 10 people for three weeks.

## Encouraging Water Consumption

After managing all of the complex logistics of assuring appropriate quantities of potable drinking water for your crew, your biggest challenge will be to get your crew members to drink enough. Water is not a particularly popular drink among the teen set, and the health issues of appropriate hydration a far from their minds and experience. Think of yourself, as a trained outdoor professional with advanced medical response training – do you drink as much water as you know you should?

Consider some of these hints garnered during years of running SCA crews:

- Sharing water bottles is **a bad idea**. Not only will this send that worrisome stomach flu, respiratory infection or worse rushing through every member of the crew, but it also makes it very difficult to monitor how much each person is drinking daily. Large jugs of water at the work site to supplement personal water bottles is a great idea, but insist that it is used to refill personal bottles rather than allowing any one to drink directly from it.
- Decide how much water you are going to require each individual to drink per day, and monitor individual progress. Make common water breaks a regular part of your day – whether at work or recreating – and have the whole group drink at the same time. Teach participants to drink before they become thirsty – maintain rather than work to catch up. Play games if that is what it takes to get your gang to drink enough.
- Talk about urination – that it needs to be clear (not yellow) and copious (pee often). Early in the program, participants (particularly young women) may not want to drink simply because it forces them to go to the “bathroom” in uncomfortable and still unfamiliar circumstances.
- Model your expectations of your crew and drink enough yourself!
- However you purify your water supply, make sure you stay ahead of the game. Do not allow yourself to get in the situation of returning from a hot, hard day at work with empty water bottles, only to have empty containers at camp as well.
- Flavoring water also helps encourage consumption, but be cautious about adding sugar, which acts as a diuretic. The same cautions apply to coffee and caffeinated teas, which actually require a person to drink a cup and a half of water for every cup of tea or coffee consumed just to stay even!



## **PART 2: CREW LEADER SECTION**

The following section will help you prepare for your role as the Crew Leader of your Leader Team. Often times, we assume that Leader Team members have had formal leadership & conservation skills training, that everyone is coming in on the same level & with the same goals & aspirations. This is simply not true. Each member on a Leader Team comes to the crew with a different set of skills and experiences. It's important that you recognize varying abilities and experiences and meet each member where they are- as a member but also as a peer.

Some Leader Team members are just coming off of a full season of leading in the field. Perhaps you, as the Crew Leader, have just done the same. We want you to be cognizant of 'the burnout factor' that many field leaders face- feeling overwhelmed, exhausted, short-tempered, lack of motivation, etc. Be upfront about addressing leader burnout with your team, and be self-aware as well. Work to create a culture on your crew where everyone feels comfortable expressing their feelings & works to support each other to push through the 'down days'. Encourage each person on your team to take some time alone to re-group. If you find yourself feeling completely burnt out, please call your managing SCA staff member to get support & to talk about it.

At the end of your program, the members on your team will receive an online evaluation which includes a section on with comments about their Crew Leader. We will share the results of the survey with you. Please feel free to contact your managing SCA staff member with any questions.

### **PROGRAM PREPARATION**

Preparing to lead a Leader Team isn't much different than preparing to lead a Corps team or a National or Community Crew. Some items can be accomplished while at your home base, others need to be accomplished during your pre-program set up days. We expect Leader Team Crew Leaders to arrive on site at least **3 days** before your Members arrive. SCA staff will provide you with your agency partner and member contact information, as well as basic information about your site & project.

#### *While at home:*

- Contact your agency partner- make plans to arrive on site, find out about the work projects, campsite, and vehicle use (when agency partner is providing the vehicle), and hitch schedule (when applicable).
- Book travel- using SCA's online travel agency Egencia, book your travel to your site. The SCA Crew Leader website has instructions <http://www.scacrewleaders.org/travel-information/online-travel-with-egencia/>.
- Confirm your vehicle- SCA will rent a vehicle for your program, provide a leased vehicle, or you will be using an agency partner vehicle.
- Contact your Members- Contact information for your members can be found by logging into your MySCA portal. Other items to discuss with your members:
  - ◆ Travel plans- Are they driving? When does their flight arrive?
  - ◆ Bio- ask Members to provide a short bio including their SCA experience & other relevant conservation service experience for you to provide to the agency partner & use in your final paperwork.
  - ◆ Major food allergies and/or food preferences.
  - ◆ Experience level & reasons for participation- given that the Members on a Leader Team come from leadership positions across program types, it's important that you gauge each Member's experience level & take into account their goals and reasons for participating on a Leader Team.
  - ◆ Specific gear- reminder to bring any program-specific gear that might have been specified by your agency partner. **Remind members to bring their SCA hardhat if they have one**, notify your SCA staff contact or Sue Minor [sminor@thesca.org](mailto:sminor@thesca.org) if you will need some shipped out to the site.
  - ◆ Front-load the activities that you will run on goal-setting, feedback, community building, & peer leadership- see the "Required Program Experiences" section below.

#### *While on site:*

- Equipment cache- pick up your borrowed tool cache or go through your agency partners tools. Your SCA program staff contact will let you know the logistics of your equipment cache ahead of time; notify them with any issues.
- Look at your work project & basecamp.
- Complete your ERP(s) & JHA(s) - if you are working at multiple locations or going out on hitches in different locations, you will need multiple ERPs and potentially multiple JHAs. These forms can be found on the CL website [www.scacrewleaders.org](http://www.scacrewleaders.org).
- Test your contact device- agency radio or sat phone, determine where your personal cell phone may or may not work.
- Purchase some food- your hitch schedule & logistics will determine how much food you purchase prior to your members arriving. If at all possible, wait until your members arrive so they can assist in purchasing food.
- Get to know your Personal Locator Beacon (PLB) -if applicable- review the document on the CL website.
- Set up & confirm professional development opportunities.

## **MANAGING THE BUDGET**

A properly managed budget is crucial to having a successful program and is a part of your end-of-program evaluation. You will receive a budget to buy all the food, supplies, and to make travel arrangements as necessary for your program. Examine your program's budget closely and you will see that it details the amounts in each individual expenditure category. This budget will serve as your spending guideline.

### *Budget Cards*

Along with your budget book you will receive a US Bank card for the total amount budgeted for your program. This card operates both as an ATM card and a credit card. Because it does not have a person's name on the front and may be used without a PIN to make purchases, this card is like cash – always keep track of your card! You will receive information on how to activate your US Bank card when you are sent your budget packets. Your budget packet will be sent to you prior to your program.

### *Budget Card Tips and Hints*

- Always activate your US Bank card and set up the PIN number before you head into the field- contact Patty Shand x1114 or Allison Judkins x1117 immediately if you have issues.
- Make sure that the vendor accepts MasterCard before shopping. The bulk food stores sometimes will not accept the card.
- Try to withdraw \$20 before you head into the field to make sure your card is working properly.
- You can only withdraw a maximum of \$1000 from an ATM for the duration of your program. Please keep that in mind!

**TO BEST AVOID ISSUES, PLEASE ACTIVATE YOUR CARD, SET UP YOUR PIN, AND TRY TO WITHDRAW CASH IN ADVANCE TO WHEN YOU ACTUALLY NEED TO USE THE CARD, DURING EAST COAST BUSINESS HOURS.**

1. To activate your card, call U.S. Bank at 800.344.5696 and follow the steps as directed. When prompted for your ZIP, enter **03603**. To activate your account, enter this four-digit code: **1234**.
2. You have access to take cash out with your Declining Balance Card. You have to take 25% of the total amount on the card out in cash. Your PIN will be emailed to you from SCA. Once you receive your PIN, you can change it to something else that you remember.
3. After receiving your PIN, go to an ATM and try to withdrawal money from the machine.
4. LOST OR STOLEN CARD? Contact U.S. Bank Customer Service **800.344.5696** to "turn off" the card. Call/email Patty Shand (603)543-1700 x1114 [pshand@thesca.org](mailto:pshand@thesca.org) and/or Allison Judkins x1117 [ajudkins@thesca.org](mailto:ajudkins@thesca.org) to order a new card.
5. Remember to keep all of your receipts!

Any issues or questions? Call Patty Shand (603)543-1700 ext. 1114 or Allison Judkins 603.543.1700, ext.1117.  
After hours issues? Text Allison Judkins 603.306.1688

### *Tracking your Budget*

Along with your budget card you will receive a form about how to record all of your transactions and expenditures for your program. In preparation for submitting the final budget accounting, you must keep your SCA budget up to date. Exercise extraordinary care and self-discipline to get receipts for everything you buy. At the end of the program, the amount of your receipts should total the expenses written in each budget category.

We have determined your budgeted expenditure amounts based on our past experience and these amounts should be more than adequate to run your program. **Please try to spend all of your budget money- ironically, it does not help SCA if you save money!** Because SCA makes a certain percentage off every dollar that is spent on a program, we want you to spend your money so SCA can make that percentage back. You should spend up to your budget, but if you foresee additional expenses that will run over-budget, you must discuss a revised budget with the managing SCA staff member before you actually commit the money. SCA and the Leader Team program have very tight budgets and we do not have any "extra" money hidden somewhere for overruns. SCA will only reimburse you for authorized additional expenses. The only exception to pre-authorized overruns is in the case of expenses to ensure the health and wellbeing of your crew and yourself. If you have a surplus, we are delighted! Alas, you must refund it to SCA.

At the end of the program you must submit a budget report in which you account for all your expenses. **YOU MUST KEEP RECEIPTS FOR EVERY PURCHASE YOU MAKE!** Your rehire status may be compromised if there is a significant discrepancy between your total receipts, any excess funds, and the budget.

As a business (albeit a non-profit organization), SCA is audited each year and must provide backup receipts for all our expenses. Your program budget may be but a small part of the total SCA financial picture, but crucial to getting us through an audit smoothly.

### *Budget Tracking Tips and Hints*

- Keep track of each purchase and each receipt as you go along – waiting until the end of the program will not keep you apprised of how much money you have to spend, nor will it be an easy process to remember and compile.
- Do not deposit any SCA budget money into your own personal checking or savings account. Mixing personal money with business advances will confound SCA's accounting procedures and very likely make tracking any financial questions difficult.
- While SCA encourages you to treat yourself to a celebratory meal at the completion of your crew, alcohol purchases using the SCA budget are **NOT** permitted.
- If you lose a receipt or a receipt isn't available, hand write your own version so you can keep track of your expenses. Include the hand-written version with your budget when you turn it in at the end of the crew.
- While it's not always possible, we encourage all purchases to be made using the US Bank card because any lost receipts can be tracked using the card's website.
- You are not responsible for monthly coding of your expenses- SCA full-time staff in the office will manage that aspect of budget management, unless you are told otherwise by your managing staff member.

### **DAYS OFF, PROFESSIONAL DEVELOPMENT OPPORTUNITIES, & REQUIRED PROGRAM EXPERIENCES**

#### *Days Off*

There are a certain amount of days off on a Leader Team, determined by length of program. Check in with your SCA Staff member to determine the amount for your program. Often times, the schedule of Leader Teams will be determined by the agency partner & the desired hitch schedule. On days off, the members are on their personal time; days off are not program time.

Solo trips are discouraged on days off and may be not allowed, depending on the location. Leader Team participants are expected to follow safety guidelines and should leave their itinerary with a member of the group or the agency partner.

Members are welcome to use the program vehicle for personal use (within reason), as long as it is approved by the agency partner (if agency vehicle) or the Crew Leader (rented or leased vehicle). **When using the team vehicle for personal use, you are expected to pay for the gasoline used out of your personal budget, not the team budget.** Examples of appropriate vehicle use could include:

- Driving into town to do laundry.
- Group hikes or activities.
- Shopping or personal errands.

Contact your SCA staff member with any questions about appropriate use of vehicles or appropriate day off activities.

#### *Professional Development Opportunities:*

SCA provides some Leader Team with money to facilitate professional development. The amount of money will vary from program to program and is dependent on the program length. Ideally, these opportunities take place during a work day, however depending on the level of support from the agency partner; they may take place during a day off. Your managing SCA staff member is happy to help you identify & set up opportunities for your program. Often times, your managing staff member will have already set up trainings- you will be notified if this is the case. If not, check in with your members to determine where their interests lie. The following opportunities require coordination with your managing staff member and will be set up ahead of time for you if logistics allow for your program:

- Chainsaw or crosscut certification course
- Rigging workshop
- LNT Trainer or Masters course

Other examples of appropriate use of Professional Development money include:

- Environmental education or Leadership workshops.
- Primitive skills workshops.
- Entrance fees for career development conferences.
- Books or materials on facilitating group dynamics, natural history, leadership, etc.
- Travel associated with any scheduled professional development opportunity.
- Purchasing a meal while meeting with a professional in a conservation field.
- Visiting a professional trail crew to learn or help with a more technical project.

Please plan to check in with your managing SCA staff member before plans have been made for a professional development opportunity. SCA understands that planning for & implementing a meaningful opportunity for you & your members can be challenging, especially if your program is short or in a remote location. Please do your best to use this money in a constructive & positive way, allowing for the further development of your members.

#### *Required Program Experiences:*

To provide more structure to a Leader Team, we ask you, as the Crew Leader, to commit to leading your group in the following activities. These activities will help ensure the personal & professional growth of the Leader Team members, even if a formal professional development opportunity (a chainsaw course, rigging course, LNT training, etc) isn't available. The delivery & timing of each activity is entirely up to you, but these activities are required in your Team's experience:

- **Goal setting-** During the first or second day let each member verbalize their goals & aspirations for their Leader Team experience, perhaps including their hopes & fears for their program. Also make a Group Contract & Group Goals.
- **Community meetings-** Provide a formal or information time for community check-ins. Each member should have the opportunity to voice issues & appreciations. Community meetings are the glue that keeps your team together, implement them regularly & take them seriously.
- **Leader of the Day/Hitch-** Depending on the schedule of the Leader Team, allow each member to experience leading a group of their peers. After each day, provide a forum for constructive feedback from the community.
- **Professional Development opportunities-** Described above.
- **Mid-Program feedback loop-** Allow for a private mid-program check-ins with each member. Ask for feedback on your leadership style as well.
- **End-Program feedback loop-** Finish the program with a final one-on-one check in.

The leadership resources provided in the Appendix of this handbook will help guide you through facilitating these activities. Please don't hesitate to let your managing staff member know if you have any questions.

## FINAL PAPERWORK

All final paperwork except the final report is to be submitted to Allison Judkins via email at [travel@thesca.org](mailto:travel@thesca.org) or [ajudkins@thesca.org](mailto:ajudkins@thesca.org). Your team will be provided a postage paid envelope for paperwork to go into at the end of the crew. The final report is to be submitted via email to your Program Manager. The following list of paperwork items is due no later than **1-2 weeks** after your program has ended.

- **Final Report-** The Final Report template & examples of other Final Reports for Leader Teams can be found on the CL website [www.scacrewleaders.org](http://www.scacrewleaders.org) in the Leader Team section. No more than 4 single spaced pages with pictures, the document should be able to stand alone as a summary of the great work that you did. Paragraphs are fine, as are bulleted lists. Overall this report should include great pictures, data, and quotes from interns, agency, and staff. Please be clear, concise and to the point.
- **CD or website of photographs-** Please include photographs that capture the essence of your program. You should provide captions that indicate the site location and names of people featured in the photographs.
- **Budget Book-** Reconcile your budget sheets & organize your receipts.
- **Submit for Travel Reimbursement (this is due 1 week after crew ends)-** Travel Expense Reimbursement Form can be found on the CL website <http://www.scacrewleaders.org/travel-information/scas-travel-guidelines/>. You are eligible for reimbursement if you have not exceeded your \$650/\$9000 limit for your program.
- **Complete Member Evaluations-** You should complete a Member Performance Evaluation for each member at the close of your program and review it with your members. The form can be found on the CL website <http://www.scacrewleaders.org/leader-teams/field-resources-forms/>. In addition, you will receive an email at the end of your program that contains a link to complete a Performance Evaluation for each member on your team. Please complete this electronic form using your hard copy that you completed in the field. The information provided will help guide SCA staff in making hiring decisions in the future.
- **Complete Online Output Logs-** Using the Daily Output Log <http://www.scacrewleaders.org/wp-content/uploads/2012/07/Daily-Work-Log.pdf> and the Total Output Log <http://www.scacrewleaders.org/wp-content/uploads/2012/07/Youth-Output-Log.pdf> as a guide to keep track while you're in the field, enter in the Output Logs through your MySCA portal. Instructions can be found on the CL website <http://www.scacrewleaders.org/wp-content/uploads/2012/07/Leader-Team-Output-Log-instructions.pdf>. You should also include time spent on Leader professional development & education in your output logs.
- **Complete a Program Debrief-** Your program staff member will contact you to debrief your Leader team with you and provide feedback.

## WHAT TO DO WITH YOUR EQUIPMENT CACHE

Your equipment cache could have come from the **NH equipment cache, a cache of tools in Boise, or from Oakland**. Make sure you check in with your managing SCA staff member for instructions on what to do with your cache. No matter where the final destination of your cache is, you should leave it ready to be used by the next team - clean, dry, and organized. **Please check in with your Manager on where to send your cache.**

**Contact information for NH Equipment Manager Nelson Bruni and the NH Warehouse:**  
[nbruni@thesca.org](mailto:nbruni@thesca.org), 603-826-9983.

*If sending your cache back to NH:*

**Clean Your Gear-** Plan to spend some time at the end of your program cleaning and packing your gear away. Use your team- it takes very little time for a crew that's been working together for 30 days to clean and pack-up a cache.

- Tents should be dried, cleaned (inside and out), and packed away neatly. Make sure they are clean and free of trash, food, and dirt. Look for damage- holes in the floor, mesh, fly and clearly mark any damage.
- All kitchen gear should be cleaned, grease-free, and dried. Two-burner stoves should be free of crumbs and grease (and mice nests-it's happened!)
- MSR stoves should be aired out and cleaned of soot.
- Backpacking water filter cartridges should be cleaned, units dried and the hose disconnected from the unit. Recycle, give-away, or trash any extra food, wrappers, boxes, foil, etc. Fill out the right hand side of the Inventory Sheet accurately.
- If items do need to be repaired:

- Use the brown 'toe' tags- mark your site, the item's #, and what's broken; you do not need to use repair tags on gear that is not broken.
- Use flagging or something to draw attention to a hole or broken piece.
- Be specific in your descriptions.

Preparing Your Gear- This step is probably going to be the most complex step, regardless of whether your gear stays or goes. Refer to the back of your Inventory Sheet when you are in the field and, as always, contact the Equipment Manager (EM) if you have questions or concerns.

Cache Stored at Site (no more crews that season):

- Check with the Equipment Manager, your Staff Manager, or Agency Contact to confirm that this is happening. It is likely to happen if you are at a well 'SCA-Established' site, like the Smokies, Yellowstone, Denali, etc..., or at a site where SCA is funded for many years to come.
- Once you are certain that the cache will stay on site, check with your agency contact for instructions about how and where she would like to have the SCA gear stored (usually where you got it from). If you think that the Contact is unhappy with having the gear stored on-site, talk to the EM and the gear will be shipped back to SCA.
- Make sure that the storage area is adequate, safe, pest-proof, and, if at all possible, lockable.
- Be sure that all the storage containers are marked with SCA and that the gear will not be mixed in with the agency's or other organizations' gear.
- Make sure that the backpacking gear (fuel bottles can stay), first aid kits, loaner gear, SCA bear prevention gear, Dutch Ovens, etc... are in separate boxes, and ready to be shipped back to SCA.
- All the boxes of gear that will be staying on-site should be taped-up and not over-packed, just in case the gear needs to be shipped-out from the site.
- Place the gear in the designated SCA area, give your contact a copy of the inventory and show them where the gear is stored.

Cache Being Sent Back to SCA:

- Recycle, give-away, or dispose all liquids, fuels, food, foil, etc.
- Make sure that all your gear is dry and clean and that all items in need of repair are marked accordingly.
- Follow the 'Shipping Instructions' sections found below.

Shipping Instructions For All Caches:

- At the end of the season, all sites will need to send back their MSR stoves and filters, bear containers, SCA books (Lightly On The Land, etc.), Dutch ovens, loaner gear, repairable items, and first aid kits.
- Try not to overstuff the boxes and don't over-tape - forcing gear can really do a number on tent poles, stoves, pots and pans, etc.
- Do not ship any liquid, fuel, or combustible items.
- Make sure all boxes are marked SCA (use stickers provided if going back to SCA).
- Remove old tape and labels.
- If wet items are being sent back to SCA, mark those boxes as such- a lot of times some 25 boxes of gear will arrive at the same time, so it's helpful to know what needs attention.
- Make sure that the right-hand section of the Inventory Sheet is filled out and sent (and not in the box with the wet tents).
- Once everything is boxed up, find out where Fed-Ex Ground picks up (at the site) and take your stuff there. You will not need Fed-Ex labels; Fed-Ex comes with labels addressed and ready to go for SCA.
- Let your contact know when the gear is to be picked up and let them know to contact the EM if it isn't picked up in 2-3 days.
- Contact the EM and let them know the following information (if you leave a message, speak slowly and clearly):
  - The physical address where the items are currently.
  - The number of boxes.
  - The name and number of your contact, receptionist, etc.... in case Fed-Ex needs to contact someone about the pick-up.
  - The hours of operation, so that Fed-Ex doesn't arrive to a locked office.
  - Any special or pertinent information.

### **PART 3: MEMBER SECTION**

As a Leader Team member, you are in a unique position to collaborate with your peers to develop your leadership style, trail skills, and outdoor living skills without the responsibility of caring for and managing students or young adults. Your role is to see your program from the member perspective so you can better understand SCA as a whole, while not taking off your "leader hat" completely. We expect you to think like a leader, support your Crew Leader as you would want to be supported in the field, respectfully challenge and think critically about decisions being made on your program, and represent the SCA professionally. This isn't the time to sit back for an easy ride- challenge yourself and each other to become better leaders, be open to feedback, and communicate openly with your team. We are excited for this unique experience that you are about to undertake! Many members on a Leader Team have gone back to work with their agency partner in the future, so now is your chance to step up, make a good impression, and network professionally.

We expect that you participate fully in all aspects of the Leader Team program, including community meetings & feedback sessions with your Crew Leader. These sessions are intended to help maintain a positive dynamic on the team, but if for some reason you don't feel comfortable approaching your Crew Leader with concerns, please don't hesitate to contact your managing SCA staff member. We are here to help!

At the end of your program, you will be evaluated on your performance & contribution to the team. These evaluations will go into your record at SCA & will be used in the future to inform hiring decisions & placements. To view a copy of the evaluation that will be used, please visit the CL website <http://www.scacrewleaders.org/leader-teams/field-resources-forms/>. You will also receive an online evaluation at the culmination of your program. This will provide an opportunity for you to evaluate the program as a whole, as well as the performance of your Crew Leader. We look forward to hearing your feedback.

#### ***Living Allowance***

SCA will be sending your bi-weekly subsistence allowance via direct deposit. Once you have accepted the offer SCA will send you an email detailing how to sign up for direct deposit (if you are not already signed up), please do so immediately to ensure you get paid on time. You will also receive your uniform allowance via direct deposit. If you do not setup direct deposit SCA will send a US Bank card to your permanent address; this card will have your money for the crew on it.

#### ***LEADER TEAM MEMBER BENEFIT INFORMATION***

You will receive: a weekly living allowance for each week you serve; a uniform stipend; emergency accident insurance; General Liability and Workers' Compensation Insurance. Please note: Members in the States of New Hampshire, New York, and Massachusetts are NOT entitled to receive unemployment compensation at the completion of their service.

#### ***UNIFORM STIPEND***

Each participant on a Leader Team will receive \$200 towards purchasing the "required" uniform. This includes workpants, boots, raingear, etc. The uniform stipend will be directly deposited into your bank account.

#### ***INSURANCE***

SCA Members are automatically covered by Workers' Compensation Insurance, either through the partner Agency or SCA.

Claims managed through SCA: In the event that an SCA Member is injured while performing tasks on the job, he/she must notify SCA staff within 24 hours. In the case of medical treatment at a hospital, clinic or doctor's office, the medical personnel should be informed that the SCA Member is serving with the Student Conservation Association, PO Box 550, Charlestown, NH 03603. All paperwork should be copied and sent to the SCA National Office in Charlestown, NH. It is crucial that injuries be documented at the time of the injury. If an SCA Member sustains an injury and does not report this at the time of the injury, a claim may not be covered under the Workers' Compensation plan.

**All incidents must be reported to your managing SCA staff member or SCA's 24-hour Emergency Contact Line: 800.YOSOGGY (967-6449) within 24 hours if at all possible.**

## **GROUP DYNAMICS- LEADING & WORKING WITH YOUR PEERS**

Leading and working in a group of one's peers comes with benefits & challenges. The following information is provided in hopes to prepare you for your Leader Team experience and for you to use as you move forward in your career as a conservation leader. All of the following articles are pulled from the NOLS Leadership Educator Notebook.

### **Leadership Tips: Practical Ideas for the Small Group Leader**

Adapted from a handout by John Gookin

#### Set Your Group Up for Success

**Take initiative.** Be the one who initiates the action that helps your group move towards a group goal. Timing is everything.

**Help others get organized.** Folks who aren't organized will sometimes improve if someone like you will help them establish a system that will better their habits.

Prepare for hikes the night before. See how folks are feeling. Review the map. Repair gear. By the time a hike begins, leaders should feel like their job is half over.

**Be on time.** Get up early. Organize your gear. Take care of essential tasks. Plan in time after the morning's chores to sit back, relax, sip tea & look at the map.

**Deal with things.** If someone is doing something you don't like, say so.

**If you know the group is making an error, do something about it.** This can include navigation, route finding, socializing, hiking too hard, being lazy, eating too much, not drinking enough, or anything else that affects the group.

**Pitch in.** If someone else initiates a worthwhile project that helps the group move forward toward its goals, lend a hand.

#### **But....**

**Don't always take initiative.** If you're always the one who takes the lead in making group events happen, be sure to let others take the lead too. Sometimes, this means standing back & letting others figure things out.

**Don't always be on time.** There are rare cases, like some personal conflicts & critical safety issues that are more important than meeting group commitments. Just be sure to tell the rest of your group as soon as you realize you'll miss the deadline. If you just got up late, it is better to say, "I have no excuse" than it is to explain details. And if you are usually late for things, don't expect much understanding, no matter how legitimate you think your lateness is.

**Don't always help others get organized.** Sometimes people learn more by making decisions on their own and having to implement their own decisions.

**Don't always deal with everything.** If someone is doing something that bothers you a little, but it's not a big deal, suck it up.

**Don't always pitch in.** Some jobs, like tying your shoes, are one-person jobs where good teamwork means doing them alone. Other jobs are just other people's responsibilities and we should just let them do them alone.

#### Communicate With Your Group

**Speak up.** If you have a contribution to make to the group, speak up, now.

**Speak for yourself.** Use 'I language'. Say "When I see you do X, I feel like Y".

**Say what you want.** If you want people to stop doing certain things, say so. If you want people to start doing things a certain way, say so.

**Be both self-critical and self-respectful.** At a debrief, mention things you could have done better and things you did well, first, before you critique anyone else.

**Reinforce criticism.** Try to repeat criticism with a new spin for every learning style, so they'll hear it at least once in the method of their preference.

**Let folks know what you like about them.** If people are helping the group, let them know it's appreciated. This can nurture a relationship which makes it more fair in case you ever have constructive criticism for them.

**Remind people of what to do next, unobtrusively.** Help people learn to think for themselves by steering them towards things, subtly. Eventually they should develop habits to act on their own. It is important that you deliver a message of cooperation, not competition, when you are helping other people.

#### **But...**

**Don't always speak up.** Sometimes it is better for the group if you let other people have a turn speaking. Accept silence as a valuable part of a conversation or discussion.

**Try not to offer useful advice after the fact.** Don't wait until you've already crossed the raging river to point out the Forest Service bridge just around the bend on the map.

#### Other Helpful Ideas

**Practice equity in the group.** Take turns and do your share. What comes around goes around.

**Don't practice perfect equality.** You don't have to make sure everyone watches the water boil or helps pound the spike in.

**Let folks have a bad day.** Sometimes we all need a break and others can pick up the slack so the group still functions well.

**Don't let folks have a bad day.** When things get 'real', the group needs full effort from everyone. Get people psyched. Stir up adrenaline. Help everyone focus on group goals.

**Be really open, but not too open.** When people ask what's bothering you or how your day is, maintain professionalism while still modeling open communication & conversation.

#### Ways To Gain Respect Of Your Group

**Have higher standards for yourself than for your group.** If you expect others to be on time and pitch in, you'd better role-model higher standards than you want the norms to be.

**Don't tolerate moral compromise.** If you see a clique pushing someone into the role of a scapegoat, let them know that this exclusivity is destructive and intolerable, and quickly.

**Carry some extra group gear without anyone knowing it.** Put some extra fuel or food in your pack so everyone gets a slight break and you get extra training.



**Share your food.** Food is love, sharing will create camaraderie within the group.

**Encourage flexibility.** Be the one in the group who leads the way in letting changes roll off your shoulders. Point out how flexibility allows for good things to happen. You don't always have to stick to the plan.

#### Ways To Lose The Respect Of Your Group

**Blame the weather or other people.** Be flexible, keep a positive attitude, and take accountability for the attitude and actions of your group, no matter what the weather or who's fault it might be.

**Critique the cooking you didn't help with.** Be appreciative and keep a good attitude.

**Get people too focused on the minutia.** Keep the big picture & goals of the group in mind.

**Embarrass people publicly.** Show respect for people's pride by addressing issues in private.

**Invalidate other's emotions and talk down to people.**

Mutual respect is the key to a successful group dynamic.

**Always communicate using sarcasm.** While sarcasm works for some folks, not everyone appreciates the constant joking. Find the balance in your group.

**Dwell on mistakes.** After you've pointed out an error and it has been corrected, move on.

**Dwell on moot points.** Continuing to push issues that can't be changed isn't constructive.

**Be hypocritical.** Do as I say and as I do.

### **A Way To Manage And Deal With Conflict**

Ventilation, Ownership, Empathy, and Planning (VOEMP) By Molly Doran, based upon work by R. Crosby and R. Taylor

**Conflict:** *important differences existing between two people or groups of people which, should they persist and remain unsolved, serve to keep the parties apart in some way* (J. Hall, Telometrics, 1994). Conflict is a natural part of the human condition. We hold different values, we interpret differently, we make mistakes, there is not always enough to go around- all these things create the potential for conflict. The manner in which you respond to conflict determines the probability of it being resolved. One of the best things you can do is deal with a conflict, rather than avoid it. The model below instructs both people (or groups) to proceed through stages in an order that brings about a high likelihood of a conflict being a positive, creative and effective process, rather than a destructive or non-effective one. This model can be used in 15 minutes for small conflicts or done much more in-depth.

#### **Ventilation**

This is the stage of taking turns airing your feelings and thoughts and making sure you understand what the other person is saying. It is very important that this stage not be skipped by either person and that one person has the floor at a time. Take turns; one person actively listens and paraphrases, while the other talks. The goal is not to agree or disagree, but to make sure you both understand how the other person views the problem and to express your view. Ventilation does not mean abuse or cheap shots; it means being candid and saying what is going on for you.

#### Guidelines

- Be candid; let yourself discover what's really bothering you.
- Expect to hear a version different than your own.
- Paraphrase what you think the other person is saying; make sure he or she paraphrases you.

#### Traps

- Avoiding expressing what is going on for you.
- Not accepting the other person's view of the situation or how she or he feels about it- you don't have to agree with it, you just have to be able to say "This is how I'm hearing you see it...is that right?"
- Not accepting how someone expresses themselves- we all do it differently (however if it is abusive then you should stop immediately).
- Sarcasm, angry questions, cheap shots, etc. make it hard to get past ventilation. Consider asking for a

third party to help facilitate the process, if this happens.

- Focusing only on one person.

#### **Owning and Empathy**

After you have both aired your feelings and thoughts and paraphrased the other person, you move into ownership and empathy. This is the stage where you say what you do that contributes to the conflict and where you imagine what it is like to be in the other person's shoes.

#### Guidelines

- Own what you believe you actually did or said- not more, not less.
- Set your own experience aside for a moment and try to imagine why they reacted to you as they did. Try walking in his or her shoes and let him or her know how you imagine that feels.

#### Traps

- Still needing to vent more- it is important that both of you are in the same stage together, so if one of you is still venting, you both need to go back to the ventilation and paraphrasing stage.
- Believing in your total innocence- you usually have contributed something to the problem.
- Trying to move to this stage before ventilation is finished so that residue is left for future conflicts.

#### **Plan**

This is the stage where you talk about how things will be different, what each of you wants, your expectations and what you are each willing to do 'next time' to avoid 'it' happening again.

#### Guidelines

- Make sure you do this stage! People often don't and then the conflict resurfaces. Keep it realistic: don't make promises you won't be able to keep.
- Expect that you both may slip up occasionally.
- Say very clearly what you want. Accept that the other person has a choice whether he or she can give all of that to you. Negotiate. Be honest.
- Collaboratively plan and problem-solve.

#### Traps

- Planning before the other stages are done.
- Not saying what you are committed to do differently or getting a commitment from the other.
- Not saying what you want the other to do differently and hearing their response to that.



➤ Thinking that the other person is bad if they can't

give you what you want

## Reference

Taylor, R., & Crossy, B. (1995). *VOMP: A Way Through Conflict To Resolution*. Bellevue, WA: Leadership Institute of Seattle.

## Feedback

By Rachael Green and John Gookin

**Feedback:** information which communicates the impact of someone's actions on you or a situation.

Providing effective feedback is an essential aspect of teaching people leadership. Teaching to give peers feedback is a valuable life skill. Research in the field indicates that people thrive on positive feedback- the most important lessons we need to learn are how to use our strengths more effectively. Feedback also helps to identify our 'gaps' but we shouldn't dwell on them. Some researchers say that feedback needs to be 5:1 positive: constructive, others say 7:1. Students create what they hear, see and believe- so help them create a "best of" reality by reinforcing what they do well. Don't dwell on the problems- deal with them succinctly and clearly, clarify expectations and action plans for future performance. Role model how to ask for feedback and how to receive it- not just how to give it. Ask for and offering feedback can help to create a safe feedback environment.

### Effective feedback....

#### Is timely.

- Close in time to the event
- Usually best if not interrupting the event itself, but soon afterwards
- At a time and place when a person is ready to hear the feedback

#### Is specific.

- Describes behavior in a clear way
- Is direct, i.e. not softened so much that meaning is lost

#### Shows cause-effect relationship

- i.e. "when you did this, it resulted in this."

#### Is owned by the sender

- lets a person know where you stand- uses "I" statements, not "everyone thinks"
- is offered as information
- **is growth-oriented**
- emphasizes "the next time" – future outlook
- recognizes the individual is in ultimate control of their choices
- tells receiver what you suggest they do differently of the same
- **preserves dignity**
- actions separated from identity- separates behavior from person
- the mood is reasonably upbeat, not suppressive
- **inquires**
- sender wants to learn as well as tell
- sender is ready to learn about how their own actions impacted the receiver

### Ineffective feedback....

- Dwells on mistakes
- Judges, blames, accuses, uses sarcasm
- Demands that the receiver change
- Is indirect
- Is hit and run= after offering feedback, sender is not available physically and/or mentally to discuss

### Receiving feedback....

- Take the position of a learner
- Actively listen to the sender's experience and paraphrase their feedback
- Ask for more information if you don't understand
- Be honest about how the feedback is affecting you, share this with the sender
- Stay open for more learning beyond the initial exchange
- Take it as information, not definition

## Reference:

Buckingham, M. (2001). *Now Discover Your Strengths*. New York, NY: Free Press.

## Tools for Facilitating Group Meetings: Consensus and Brainstorming

By Rachael Green, Molly Doran, MA, & Melissa Mueller, based on Alan Coulter's model

There are many definitions of consensus, and one of the more important (and most difficult) things about using consensus is simply coming to a common definition. One of the leader's responsibilities is to articulate the definition the group will use and clarify the process and parameters. Here is one definition and one model:

**Consensus:** A decision that everyone agrees they can live with, support and implement, after discussion.

### The Process Of Gaining Consensus

- Define consensus and clarify the process you will use.
- Describe the situation and problem/decision that needs to be made. If people are unsure of what the problem really is, stop here and take time to define it.
- Everyone in the group makes proposals.
- Clarify the most promising proposal.
- Discuss the pros and cons of the proposal.
- Get a sense of the group, which proposal(s) are most favored.
- For the top one or two proposals, check for major objections (insurmountable disagreements with basic elements of proposal).
- Check for minor objections.
- Choose between top proposals or modify a proposal to accommodate all major objections.
- Test for consensus- Is this a decision that everyone can live with, support, and implement?

**Brainstorming:** A group idea generating technique that can be used in a consensus or consultative decision-making process. Many people use information methods of brainstorming, but you may want to use a more formal method for a time when creative thinking is essential.

### The Process Of Brainstorming

- State the problem you are brainstorming a solution for.
- Take turns: go around the circle several times, each person offering an idea or saying "pass". No responding to, evaluating, or judging ideas yet.
- Record the ideas, exactly as stated.
- Have people clarify and explain ideas.
- Sort/group like ideas.

- Discuss pros/cons of ideas or categories.
- Go into the decision-making process previously agreed upon.

One common pitfall in group decision-making is ignoring the importance of having a good facilitator. This can be a member or leader, but it really helps to have someone in this role. It is easier to be a non-participative facilitator, than one who has a stake in the group's decision.

### **The Role of the Consensus Facilitator**

- Be as impartial as possible- it helps to have a facilitator who does not have a strong opinion about the issue.
- Ensure that every individual gets a chance to speak uninterrupted, and no person or small group monopolizes the discussion.
- Keep the discussion focused on the task at hand.
- Let folks know if a time limit is approaching.
- Summarize what you're hearing and check for agreement that this is what has been said.
- Recognize that each person may feel a need to restate things in their own words, but keep the discussion from being overly redundant.
- If you think the group has reached a decision, state what you think the decision is and check for agreement. Then ask if everyone can live with the decision.

### **The Role of the Group Members**

- Be committed to the process- it's a great way to bring your group together, but takes patience.
- Show each other respect by listening without interrupting.
- Give input- this is your chance, and making a quality decision depends on it.
- Speak for yourself. Let others speak for themselves.
- Try not to restate what has already been said; simply say "I agree with X".
- In the end, you may need to put aside personal agendas and choose the decision that's best for the group.

## Good Facilitators

Compiled by Molly Doran, MA from work by Schwarz and Reddy

### DO

- Make sure everyone agrees to doing a process like this and understands its constructive purpose
- Assure that the group comes up with group rules before the process begins
- Let people know what their role is and what the role of the facilitator is
- Let the group know when they will intervene
- Keep the session within the ground rules
- Help people prepare to give behaviorally specific feedback
- Help people own their share of the problem
- Get people to look towards the future and what to do next
- Help others focus maximally on the positive and best of
- Check in with individuals that it is OK to continue if they enter a "risky" situation
- Make sure there is a sense of closure.

### DON'T

- Approach a potentially emotional process with a laissez-faire and unplanned manner
- Use the process to avoid giving feedback themselves
- Allow individuals to define "good feedback" however they want
- Allow dumping, blaming, hit and run or non-behaviorally specific judgments
- Take over the session
- Stay so "out" that the process goes astray
- Allow people to give feedback for others
- Ignore people's boundaries
- Force people to speak up against their will
- Push the group to do a process they don't want to do
- Interpret for other people
- Leave people hanging without direction or sources to improve

### References:

Schwarz, R. (1994). *The Skilled Facilitator*. San Francisco, CA: Jossey-Bass Publishers.  
Reddy, W.B. (1994). *Intervention Skills*. San Diego, CA: Pfeiffer & Company.