

STAFF GUIDEBOOK

PHILMONT SCOUT RANCH

1959

Dear Staff Member:

Congratulations on your acceptance as a member of the staff of the Camping Department at Philmont. When you signed your contract, you became an employee of the National Council, Boy Scouts of America. In accepting this position you have agreed to abide by the policies of the Boy Scouts of America and to support its program and objectives wholeheartedly.

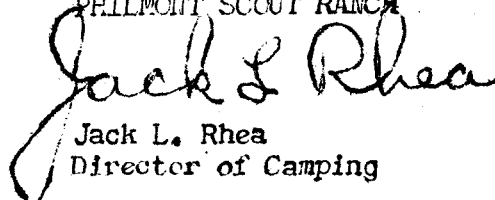
This guidebook is designed to acquaint you with some of these policies, to help you prepare for your assignment, and to assist you in answering questions about the entire operation of Philmont Scout Ranch. Study it carefully and keep it at hand so that you may be guided by these policies and can give correct information.

Two of the more important considerations a Philmont staff member should keep in mind are attitude and effort. If your attitude toward campers and other staff members is friendly and understanding, you will help further Scouting spirit. If you put your best into your job, you will be a credit to our organization.

You belong to a select group. Few men have the opportunity to be of such service to our nation's young men. You will be watched closely by hundreds of them. To them, your actions will speak louder than your words, so the importance of personal example makes your job more difficult, but more vital to our objectives. Whatever department you work in, whatever your assignment, you are important and your attitudes and effort will make a significant impression as part of the total operation.

Good luck to you in your work. While you may never see the full value of the results, you do play an essential part in the success of Philmont Scout Ranch.

Sincerely yours,
PHILMONT SCOUT RANCH


Jack L. Rhea
Director of Camping

PHILMONT HISTORY

Much of the history of Philmont can be found in the booklet, "The Philmont Story". The ranch was given to the Boy Scouts of America by Mr. Phillips with no strings attached. While Mr. Phillips still has a keen personal interest in the ranch and its accomplishments, he gave the property without any rights of management.

Several hundred thousands of dollars have been spent by the National Council in further developing the facilities. The training center, except for the Villa Philmonte, has been added in recent years. New camps, such as Cimarroncito, Ponil, Carson-Maxwell, and others, have been built by the Boy Scouts of America. Their locations and types of facilities are selected and designed by the National Engineering Service.

PHILMONT ORGANIZATION AND ADMINISTRATION

Philmont Scout Ranch comprises three separate operations: ranch, training center, and camp. Coordination of these three departments, as well as supervision of the Philtower Building in Tulsa, is vested in the Assistant to the Chief Scout Executive who is the general manager of all Phillips properties given to the Boy Scouts of America.

Ranch

Under the leadership of the ranch superintendent, who is directly responsible to the Assistant to the Chief Scout Executive, the ranch has the responsibility for the farms and orchards, logging operations, cattle, poultry, swine, sheep, horses, conservation, and range management. During the summer the main activity guided by the ranch is the Conservation Work Camp. Leaders of this program are responsible to the ranch superintendent.

Training Center

The training center director is responsible to the national director of Volunteer Training and for coordination with the Assistant to the Chief Scout Executive. The operation of the training center is separate from the other departments except that there is correlation in the commissary, maintenance, and trading post.

The training center is essentially for men, although families are provided for in the program. It is a family centered, vacation-type training experience. While the man is in a training course, there are activities going on for the families.

Many of the people who take part in the training center activities become ardent promoters of Philmont, not only for the training center but for the Camping Department also; many of the men who come for training become members of their district or council Philmont promotion committees.

It is important that our staff welcome these people when they visit our camps. We want them to see more of the program and get well acquainted with Philmont. They may drive their cars to: Carson-Maxwell, Abreu, Beaubien, Stockade, Cimarroncito, Ponil and Indian Writings. No personal cars should go beyond these points.

As each new training center group arrives, all the boys fourteen or older are formed into a training center trek. They plan the program much like any other expedition. Since theirs is only half as long as the others, everything possible should be done to help them get the most from their short stay. The leaders of the training center trek are regular training center staff members.

Camping Department:

The director of camping is responsible to the Assistant to the Chief Scout Executive. The Camping Department is organized on the basis of several different functions.

Personnel

The assistant director of camping is responsible for personnel. He selects those to be offered positions on the staff after consultation with the department heads. Any problems related to staff personnel should be taken up with him. You, as one of a team of over three hundred people, can always find someone to talk over any problem with you.

Scoutcraft

Camp directors and program specialists should make their needs for program supplies and equipment known to the director of Scoutcraft. These orders can be sent with the commissary orders or radioed to base headquarters. The director of scoutcraft also has a relationship, through the chief ranger, to all rangers and helps supervise and evaluate the effectiveness of their work.

Records and Bookkeeping

The ranch accountant is responsible to the Assistant to the Chief Scout Executive and for coordination with the directors of the ranch, training center, and camp. He prepares the payroll and writes the checks. He cannot start writing payroll checks until the first day of the month, which makes it impossible for the checks to be ready for distribution before the fourth of the month. They will be distributed to you through your camp director or department head.

Staff members may charge official uniforms and equipment purchased at the trading post warehouse before June 30th. These charges will be deducted from your first pay check. All purchases after June 30th must be cash.

You will be asked in advance to send us your Social Security number and a properly filled out income tax withholding slip. Please be prompt in sending it to us. A statement of your withholding on a W-2 form will be mailed to you by January 31.

Commissary

The commissary is under the direction of the commissary manager. Warehousing and distribution of food and camper and commissary supplies are part of the operation. The commissary manager has a direct relationship to all commissary personnel. The commissary manager is responsible for the supervision of all dining halls and menus used by the camp staff.

All commissary staff is urged to be careful in the handling of food and all commissary supplies. Careless handling of cartons and packages causes a great amount of wastefulness. Unnecessary wastefulness and the mishandling of food and supplies can be very expensive. Your cooperation and careful handling of commissary supplies will be greatly appreciated.

Trading Post

The trading post operation is the responsibility of the commissary and equipment manager in cooperation with the trading post operations manager assigned to us during the summer by the National Supply Service. Warehousing, distribution, display and sales, as well as records of sales and inventory, are the work of this department. The trading post operations manager has a relationship with all trading post personnel including the camp trading post managers.

Staff members may purchase official uniform parts and equipment at the trading post warehouse at a 20% discount. Uniforms, camping gear, and other official equipment are the ONLY discount items, no jewelry, souvenirs or specialty items. Items purchased at the camp trading post will not be eligible for a discount. Contact the trading post warehouse manager for this discount service. YOU PAY RETAIL AT THE CAMP TRADING POST.

Staff members may charge official uniforms and equipment purchased at the trading post warehouse before June 30th. ALL PURCHASES MADE AFTER JUNE 30 MUST BE CASH.

Maintenance

All the maintenance staff are responsible to the maintenance superintendent. Camp staff men are responsible to the camp director's for the cleanliness of their camps. If special help is needed, a written request should be made through the maintenance superintendent at the ranch office. Radios, generators and all mechanical equipment must be repaired or fixed by the authorization of the maintenance superintendent ONLY.

Horse Department

The foreman of the horse department is responsible to the ranch superintendent. Use of horses and burros and direction of the wranglers is the responsibility of the horse foreman. Horseman and wranglers assigned to the camps are responsible to the camp director for personal appearance and conduct. Camp directors work closely with the horsemen in the proper scheduling of the horses and burros. Horse department personnel will be required to be in uniform as specified in their contract.

Medical Department

The medical department is divided into two major responsibilities; (1) medical examination and treatment; (2) health and sanitation. The Chief Medical Officer directs this department and is responsible to the director of camping. A medical officer is on duty at all times, and can be contacted at the Camping Headquarters health lodge. Medical officers make periodic inspections of the base camp health lodges to make certain their records and first aid supplies are in order.

The Sanitation and Safety Consultant will visit your areas several times to check on health and sanitation. Staff quarters, dining halls, commissaries, showers and other camp facilities receive periodic inspections. Condition of trail camps and trails are investigated for proper sanitary conditions. Reports made by the Sanitation and Safety Consultant are immediately placed in the hands of camp directors or department heads for corrective action.

Emergency calls by radio are made to the camp office. The communications officer will contact the health lodge and relay the symptoms. The medical officer on duty will advise necessary steps to be taken in the emergency.

Budget Information

Each fall the department heads submit their proposals for the following year, showing in detail the staff requirements as well as supplies and necessary equipment. These budget estimates are then carefully studied in making up the final budget for approval. Approval must be given by the Assistant to the Chief Scout Executive and the Chief Scout Executive before the budget is submitted to the Phillips Properties Committee. This committee is made up of outstanding Scouters through-out the country. Most of them are members of the National Executive Board who are successful ranchers, industrialists, business and professional men. The budget is reviewed about four times annually to make necessary adjustments due to the change in attendance figures.

The major sources of income are camper fees, trading post and commissary sales. The major expense items are food, staff salaries, maintenance, transportation, program supplies, and utilities. Expenses are always greater than income, so the remainder comes from earnings from the Philtower Building in Tulsa, Oklahoma, which is owned and operated by the Boy Scouts of America. If, through savings in utilities, food, supplies, and equipment the staff could save but one percent of these expenses, it would make over \$8,000 available for better program and facilities, for another year.

NATIONAL STAFF COOPERATION

The operation of Philmont as a national camp of the Boy Scouts of America is shared with the entire National staff. Here are some examples of help given through consultation of National services:

Medical care and health and sanitation through the Health and Safety Service; Program planning and operation as well as some elements of our commissary through the Camping Service; awards and methods of achieving them through the Boy Scouting Service, the Exploring Service, and the National Committee on Insignia and Uniform; campsite selection and development through the Engineering Service; all promotional material and books through the Editorial Service; program outline for the Junior Leader Training through the Volunteer Training Service; Camp staff recruiting and selection through the Personnel Division; Chaplaincy service through the Relationships Division.

Changes in the accepted method of operation are never made by one person but by decision involving all those related. Philmont in all its departments is given direction by the National staff.

FORESTRY PROGRAM

The timbering done on Philmont is supervised by a full-time trained forester who is responsible to the ranch superintendent. Before timbering begins, a careful study is made by specialists from state and federal forestry agencies and industrial foresters. No trees are cut unless it has been marked for cutting by the Philmont forester.

There are three reasons for this timbering program. First, it is good conservation to utilize mature trees and promote natural reproduction. When trees are allowed to die of old age and fall to the ground, they are wasted. They are a constant fire hazard. Second, keeping these areas clean makes them usable as camping areas. Third, selling mature trees affords income for maintaining and improving the ranch. Also, access roads so necessary in case of fire or emergency are built at no cost to the ranch.

Trees are never cut along the main roads or trails or within the camps. Only forty per cent of the mature timber may be taken from any area. Staff members or expeditions may visit these logging areas to observe operations. (No-one should ride on the logging trucks or use logging roads, but you may travel on the other roads and trails to reach a logging area.)

CONSERVATION PROGRAM

The careful management and conservation of the soil, water, range, forest, and wildlife resources of Philmont are tremendously important to the future of the ranch. Evidence of the need for conservation is easily seen almost anywhere you look.

The Ranch Department started, in 1958, a five-year range improvement and conservation program with the cooperation of the federal government. The forestry program is another example of conservation in action. Every staff member should be aware of his opportunity to take part in the ranch-wide program and do his part both as an individual and through his contacts with campers to improve the ranch property through good conservation practices.

The Philmont conservation program specialist, a full-time staff member at Philmont, is available to suggest specifics in the way of demonstrations and actual conservation projects suited for base camps and trail camps. These demonstrations and projects are designed to do two things: (1) point up why conservation practices are needed for the protection of certain resources, and (2) show what any staff member or camper may do about a given conservation problem.

One phase of the camping program is specifically concerned with conservation. The Conservation Work Camp program is planned to give participating campers an opportunity to specialize in conservation under expert guidance and concentrate their efforts on man-sized projects in forestry, wildlife or fish management, or range management.

HUNTING

During the regular hunting season set by the state of New Mexico, deer hunting permits are issued by Philmont. The number issued each year is in line with good game management and is based on a count of the deer population. The major group of hunters are called Nimrods. These men make a yearly contribution of \$100 each to our game and wildlife program. This fund maintains our buffalo herd and allows us to employ a game warden who patrols the ranch. He also feeds the buffalo and the wild game when necessary.

No firearms may be carried on Philmont without a special permit. If you bring firearms with you, you must check them in at headquarters when you arrive.

STAFF SELECTION AND TRAINING

During the season you are given a careful and fair evaluation by your camp director, department head and others to whom you may be responsible. This evaluation plays a big part in your possible selection for another year. About January first each year the assistant director of camping begins his careful analysis of applicants. Selections are approved by department heads and checked by the Personnel Division of the National Council.

Under the direction of the director of camping, with assistance from the Volunteer Training Service and other related National services, a week's training is conducted for all staff members. Attendance at this training is mandatory, and staff members must agree to report on the date the training starts. Training is divided according to functions and departments, and detailed information about your job will be given. You can get more out of this training by studying in advance your job specifications, the advisors' guidebook, and this Philmont staff guidebook. You are on full salary for most of the training period.

GENERAL INFORMATION

Personal Equipment:

Your personal equipment list varies a little according to your job assignment. A list of necessary equipment for expeditions is found in the booklet "Exploring Philmont". If you are stationed at a camp and do not expect to do any hiking, you do not need all this equipment. You need a sleeping bag or blankets and other personal articles.

If you are assigned a program responsibility, you may wish to bring special equipment or displays not ordinarily available. Rangers will be sent a special equipment list. Musical instruments or special costumes may be useful, so bring them along.

Transportation

If you wish transportation from Raton, we will pick you up, providing you let us know when you will arrive. During the summer you may ride our buses to Raton on regular runs if space is available. No other Ranch transportation is available. We will take you to Raton to catch a bus or train when you leave. Other transportation expenses to and from Philmont are paid by each staff member. A list of other staff members coming from your area may be secured upon request.

Insurance:

Make certain you are covered by hospital and medical insurance. You will need this insurance while you are enroute and to cover medical expenses that might occur during the summer. Make sure that you have proper identification cards on your person.

Philmont carries workmen's compensation but not individual medical insurance. Workmen's compensation becomes effective the first day of employment and covers only accidents while working.

Living Quarters

You will be assigned suitable living quarters at the camp where you are stationed. Camping Headquarters, Abreu, Zastro, Carson-Maxwell, and Cimarroncito have electricity. Ponil and several other camps have only generators which may be run at night. If you are stationed in camps without electricity, radios or other electrical equipment are useless. If you bring a small radio or record player, remember you will be sharing living quarters with others and will be expected to be considerate of them.

It is expected that every staff member will keep his personal equipment and sleeping area orderly and clean at all times and will be ready to help with his share in the cleanup of the general area.

Laundry and Cleaning

Philmont contracts with a nearby laundry and cleaning company which you patronize if you desire. If you wish to do your own washing, there are areas for this purpose. There is no automatic, just hand work, but it saves money.

Lockers

There are a limited number of lockers at Camping Headquarters available for the staff. You may be asked to share a locker with other staff members. No lockers are issued to staff living in the headquarters area, as their rooms can be locked when not in use.

Personal Appearance

"A Scout is Clean". You will want to set a personal example for all those with whom you come in contact by keeping your clothes neat and clean at all times. You will be required to be in uniform when on duty. The uniform is; long trousers with short or long sleeve shirt or scout shorts with short sleeve shirts only. Either Boy Scout or Explorer uniform is approved. Horse department personnel will be required to be in uniform as specified in their contract.

You will want to secure enough official uniforms so that you can set the example by staying neat and clean. When not in uniform you will want to have enough other clothes to stay neat and clean.

Check-In and Check-Out

When you arrive at Camping Headquarters, check in at once with the personnel director. He will outline the remainder of the check-in process with you. Make certain you have your medical examination blank correctly filled out before arrival. You should bring your copy of your employment contract with you to be checked by the personnel director.

At the end of the season, before checking out, make certain that you see the personnel director who signs your check-out card and gives you your final check. Unless your contract reads otherwise, you are paid through August 31st. That is your final working day. You may make arrangements to leave that evening or the following day. Please do not plan to stay longer unless you make definite arrangements in advance.

Pay Period

Philmont pays its employees once each month, usually about the fourth day. Your first pay check will be available after July 4. Sorry, no advances on salary may be made. Your checks will be distributed to you through your camp director or department head.

You will be asked in advance to send us your Social Security number and a properly filled out income tax withholding slip. Please be prompt in sending it to us. A statement of your withholding on a W-2 form will be mailed to you by January 31.

COMMUNICATIONS

Mail

The mailing address is Philmont Scout Ranch - Cimarron, New Mexico. Please list your camp or department, for example:

John Jones
Staff - Cimarroncito Camp
Philmont Scout Ranch
Cimarron, New Mexico

Mail will reach you sooner if your address includes the word "staff" and camp name or department. Packages should carry the same address. Mail is delivered to you as often as possible, but this may, at some camps, be at intervals of several days, since it must come to you on commissary delivery trucks. Mail to be picked up at your camp should be tied and given to the commissary driver for delivery to the post office.

Baggage sent ahead of your arrival should be addressed to you in care of the Philmont Scout Ranch - Cimarron, New Mexico. The nearest baggage and express point is Raton and our trucks pick it up there. Send baggage or express several days ahead so that it will be here when you arrive. Be sure it is sent prepaid as we cannot accept C.O.D's. Call for your packages or baggage at the Camping Headquarters post office.

Telephone

We have telephone service into Camping Headquarters, Carson-Maxwell and Ponil. If your family wishes to contact you, they may do so by calling Franklin 6-2371, Cimarron, New Mexico. Calls should be made person to person. In case of emergency we have radio contact with almost every base and trail camp, but it might take several hours to make contact. Birthday congratulations or other messages where haste is not necessary would be better sent by mail or telegram.

Radio

A short wave radio system is operated to almost every camp, and several mobile units are in operation. According to strict Federal Communications Commission regulations, nobody may use these radios unless he has an approved radio operator's license. All camp directors will be given an application to fill out for this license. Violation of these regulations is a federal offense punishable by fine or imprisonment and might require closing down our entire radio network. We require strict adherence to these regulations. Please do not misuse these radios. Radio traffic is held to a minimum because of the number of units operating on the same frequency. A schedule of contact and reporting will be published for each camp or unit.

RECREATION

Time Off

There is no regular schedule for number of days for time off. We realize that a person cannot be on duty all the time. Your camp director or department head will make arrangements for periods of time off so that you can see other parts of the ranch or take trips to town. Your time off is decided by your camp director or department head based on the work load and available replacement for you. It may be true that some departments have a more regular duty schedule than others, but that is unavoidable.

Horseback Riding

Staff members may take horseback rides if horses are available and arrangements are made in advance with the horsemen. Horses are available for special staff parties, but it is not permissible for a staff member to check out a horse and ride where he pleases. None of our saddle horses are used except on scheduled rides with a horseman in charge of the party.

Social Functions

Most of the staffs plan one or more social functions during the summer. These must be scheduled for no interference with program or services to expeditions. These may include an open house, steak fry, barbecue, or some other type of special occasion. Since no girls are available, these must be "stag" affairs.

Movies

Motion pictures are often run for the staff at Camping Headquarters. A morale committee arranges the movie schedule.

Training Center Dances

Square dances are held twice weekly at the volunteer training center. Staff members are asked to attend these dances only by invitation or permission from the director of the training center. If this permission is not secured, please do not attend, even as a spectator. These dances are planned and conducted by people attending the training courses and are part of their regular program. Attendance by a large group of staff members will overcrowd facilities.

Advancement Opportunities

The main advancement opportunity offered to boys fourteen to eighteen is the regular merit badge program. If any individual or group wishes to work toward a merit badge, give all the help you can. Then write a statement specifying which requirements they have worked on and give it to them to be taken to their merit badge counsellor back home. As a staff member you will have little time to work on personal advancement.

Nature Specimens

If you wish to collect geology, nature, or wildlife specimens to take home, you will need a permit to do this from the naturalist.

Nearby Towns

Cimarron, five miles north of Camping Headquarters, is a small town with a population of about five hundred. Its major industries are lumber mills and Philmont. There are drugstores, general merchandise stores, filling stations, a motel, a hotel, an ice cream store, a barber shop, and a movie.

Raton is a larger town with a population of about 10,000 located forty-seven miles north and east of the ranch. Our buses make daily trips into Cimarron and Raton, and you may ride them free of charge, if space is available, by checking with the dispatcher. At Raton you will find facilities for shoe repair, watch repair, camera repair, and other special shops and stores as well as a movie theater.

Springer, about the same size as Raton and with comparable shops and stores, is located twenty-eight miles east and south.

Staff members visiting these towns must stay out of trouble. **ANY STAFF MEMBER GETTING INTO TROUBLE IN ANY NEIGHBORING TOWNS WILL BE SENT HOME IMMEDIATELY.**

Visiting of Family and Friends

There are no overnight facilities on the ranch for family and friends during the regular season. If your folks stop by for the day, they may eat at the headquarters dining hall at the regular meal charge of 75¢ per person per meal. Arrangements for sleeping quarters may be possible after August 27 until closing dates. The price varies from \$3.00 to \$8.00 per day for room and board.

Time off while family and friends are here must be arranged in advance.

SPECIAL REGULATIONS

Smoking

Smoking is permitted only in your room, office or staff lounge. Never smoke while appearing before a group or on the trail. No smoking is allowed beyond the base camp areas. One reason for this rule is the danger of forest fire. Staff members are asked to follow and to help enforce the rule with expeditions. Tobacco in any form will not be sold on the ranch.

Personal Cars

You may wish to drive your car to Philmont. We have a special area for staff cars just west of the health lodge. Your car should be parked only in that area. Those who are assigned to camps other than headquarters are asked to leave their cars in the staff parking lot and ride our trucks and buses to their camps. No personal cars may be kept at the camps. You are free to drive your car when you are in the headquarters area; however, it is expected that you will keep your camp director or department head informed if you plan to leave the ranch.

Speed laws on the ranch are reasonable - and rigidly enforced. With so many people in the area it is mandatory that you drive only 15 or 20 miles an hour when off the main highway.

Fishing

You are free to fish in any of the areas not posted if you have a license. The nonresident license fee is \$3.00 for five days or \$8.00 for the year. The reservoirs at Cimarroncito and above the Stockade are closed to fishing.

Firearms and Fireworks

Firearms may be kept at Philmont only by special permit. If you bring firearms with you, you must check them in at headquarters when you arrive. Fireworks are against the rules of safety and the laws of the state of New Mexico. Your help is asked in controlling this so that we will abide by the laws.

Trading and Selling

Campers look up to you as a staff member. To enter into swapping or trading with them would be taking undue advantage. Trading among staff members is permissible and a popular activity, but is restricted to staff only. You are asked not to bring or make at Philmont any articles for sale to staff or campers. You do not have time to operate a business on the side and still do your regular job well.

RELIGIOUS SERVICES

A Protestant chaplain holds services each Sunday at Camping Headquarters, Carson-Maxwell, Cimarroncito, and Ponil. He visits camps and groups on the trail during the week. His schedule is established after his arrival at Philmont.

Catholic priests hold services at the same camps on Sunday and visit outlying camps during the week. Special dispensation in this diocese excuses Catholic campers who are over $2\frac{1}{2}$ miles or 5 miles round trip from a service.

A rabbi is on the staff and holds weekly services at the base camps and is available for special visits.

"Mormon" missionaries hold services at headquarters and at other camps if a group desires them.

These services, plus the chapels found in the base camps, are made possible by funds from the various relationships committees.

PROFESSIONAL SERVICE

Any men interested in professional Scouting as a career will have an opportunity to discuss their interest with members of the Personnel Division or with National staff members, sometime during the summer. If you are interested in learning more about a career in Scouting, tell the Personnel Director and he will set up an interview for you.

INDIVIDUAL TRAINING

There will be two types of individual training units on Philmont during the summer. Junior leader training is conducted at Cimarroncito. These boys are carefully selected by their local councils to participate in this national training course, learning proper methods for patrol meetings, troop meetings, patrol hiking, troop camping, advancement, and other phases of patrol and troop operation.

Most of the troops stay for two weeks training and see little of the camping areas. A few of the troops plan a twelve-day expedition following their two weeks training and plan a program just as would any expedition.

The Conservation Work Camp has a program of training and work in conservation methods and projects. The first group stays for a month; the other two groups for two weeks. Their program may take them into any part of the ranch for supplies or camping area.

PLANS FOR THE FUTURE

Many of our best ideas for program enrichment and development of new camping areas come from staff members. Philmont is growing each year. There are still many untapped areas for exploration; many more interesting and unusual program features to be developed. When you have an idea, be sure to pass it on to your camp director. If you have suggestions relative to improvement of existing facilities, program or literature, write them down so they become a part of a report to the correct people. Your contribution might be a great help and add much to the success of Philmont.

STAFF RELATIONSHIPS

You are one of a team of about three hundred people. Dishwashers, camp directors, wranglers, commissary managers, trading post clerks, maintenance men, and many other specialized jobs. Yet, all of these people, regardless of their assignments, are working for the same objective—to carry out the objectives of the Boy Scouts of America at Philmont. Character building, citizenship training, and physical fitness are all important in our program.

Staff members who feel that their job is the only one that is important, or groups that hang together to the exclusion of other staff, only tear down good work and the morale of others. While you may be a ranger, it is important that you get to know and understand the fellows who are trading post clerks, kitchen helpers, or any others. This is only one example and holds true for many of our positions. Yes, your job is important. To you, it must be most important, but remember other jobs are important, too. Real staff spirit comes from a friendly attitude among all staff members and will set the "tone of camp" for all our visitors.

Your personal attitude, appearance, and example will mean success or failure in our building physical fitness, training for citizenship, and building character. One camp might have a sign that says "For Staff Only", another camp a sign that says "Where the Camper is King"; there is no doubt which one will be successful.

YOU ARE A PUBLIC RELATIONS MAN

As a staff member at Philmont you have an important opportunity in the field of public relations for Scouting. People get impressions of Philmont and Scouting from you--on the ranch, on the trail, in the towns nearby, and wherever you go. You therefore are in a position to mold opinion of these people and make Philmont stand out for what it is--an important influence in building men for America.

Your dress, behavior, and personal attitudes all have a place in this picture. Let them all create positive attitudes.

Take--and make--opportunities to tell the Philmont story when you get home--in writing for publications--in speaking before Scouter and civic groups--and in every other way you can communicate the fun, adventure, and training that helps build citizenship.

While you are here, make notes. Write articles for your hometown paper. Prepare material you can use later for talks and articles. You'll have fun doing this and more people will learn about Philmont because of your little additional effort.

Those colored slides you make are potent visual support for talks, as well as something to make you long remember this experience. Black and white snapshots, blown up, make excellent material for exhibits. Your broad range of contacts will give you a variety of picture opportunities. Remember their future possibilities as you click the shutter.

But above all, remember you speak louder than words. You, in your every contact, reflect Philmont and the Boy Scouts of America. You are a public relations man.