



**CREW LEADER
HANDBOOK**

2011

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PLEASE NOTE:

The policies and procedures contained in this handbook represent the standard minimum expected for the organization as a whole. Each of the individual regions may set in place policies and procedures more strict and/or detailed than these according to the needs of that particular program. Please follow the instructions and guidance of your program support staff in addition to what is set out in this handbook.

Chapter 1 – Welcome to SCC

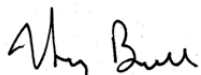
Dear Crew Leaders:

Welcome to an exciting, challenging, and rewarding position and life experience at Southwest Conservation Corps. SCC is a learning organization that exists to serve the environment, the community, and most importantly to empower young adults.

Crew Leaders are Southwest Conservation Corps' most important resource—you directly implement the program and give life to the mission and purpose of the organization. The success of each Corps member's experience and each service project depends, more than anyone, on you. The position calls upon you to exercise judgment, to be mindful and aware, and to use all of your skills, talents and experience to lead and mentor your crew. In addition to the hard work I hope that you too will learn new skills and further your personal and professional development.

I have found my work at Southwest Conservation Corps to be an incredible opportunity to serve, learn, be challenged and create opportunities. It is precisely this—the opportunity for concurrent service and learning—that makes SCC a rewarding job and life experience. Thus, it is with great enthusiasm that I welcome you to Southwest Conservation Corps and look forward to getting to know you and the many talents you bring to SCC.

Welcome,



Harry Bruell, President & C.E.O.

ABOUT SCC AND ITS HISTORY

The Southwest Conservation Corps (SCC), a nonprofit founded in 1998, provides young women and men with structured, safe and challenging work and educational opportunities through service projects that promote personal growth, the development of social skills, and an ethic of natural resource stewardship. The SCC program model, built upon the legacy of the Civilian Conservation Corps of the 1930s, incorporates guiding principles of experiential learning, respect, openness and willingness, commitment, responsibility, pride, excellence, health and safety, and fun.

SCC has grown from a small nonprofit, based in Durango, CO to a larger, organization operating throughout the Southwest. SCC was officially formed in 2006 as a merger of two organizations, the Southwest Youth Corps (SYC, established 1998 in Durango, CO) and the Youth Corps of Southern Arizona (YCOSA, established 2000 in Tucson, AZ). The new organization retained the incorporation of the SYC, but merged the Boards, staff and programs of the two organizations.

SCC offers programs year-round throughout the Southwest from offices in Durango, CO, Salida, CO, Acoma, NM and Tucson, AZ. Most of SCC's Colorado and New Mexico-based programs operate from March – November while the Arizona-based programs operate year-round. SCC operates a continuum of programs from community-based initiatives for younger teens to camping crews for high school and college aged individuals to leadership programs for college graduates. On many projects corps members work, learn and commonly camp in teams with up to six crew members and 2 crew leaders. Some of these projects include trail construction and maintenance, ecological and habitat restoration, fuels reduction, tree planting, fencing and exotic plant removal. These service projects are funded through a variety of grants and agreements with our partner agencies (USFS, NPS, BLM, etc.).

Corps members receive a living allowance while learning valuable work and life skills. Through the program structure SCC places a strong focus on leadership development and environmental stewardship. SCC's strengths lie not only in its service project accomplishments, but also in its ability to provide a viable work force to the region while offering exceptional educational and employment opportunities to participants.

In 2011 SCC plans to engage over 700 young people in service, employ dozens of Crew Leaders, and support them with about 30 fulltime and seasonal staff, including several VISTA volunteers.

SCC MISSION

It is the Mission of the Southwest Conservation Corps to empower individuals to positively impact their lives, their communities, and their environment.

SCC VISION

Empowered individuals leading the way to stronger communities and a healthy planet

SCC OPERATING VALUES AND LEADERSHIP BEHAVIORS

Our mission commits us to empowering individuals to positively impact their lives, their community and the environment. This focus on individuals, community and the environment is built on a foundation of operating values which in turn guides our day-to-day behavior and leadership decisions.

Consider deeply these operating values and strive to demonstrate in all your actions these leadership behaviors. Refer back to them when faced with a call for judgment or when defining the rationale of our policies and approach. You will find yourself rewarded with respect from your crew and a trust in your leadership.

*In working with and as **Individuals** we value integrity and excellence in all we do.*

Integrity – At the core of all our activity we expect honesty, accountability, congruence between words and actions, and respect for fellow staff and crewmembers.

- 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 achievements rather than personality, personal traits or relationship with you
- When in doubt, do the right thing

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.

- 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 promptly and directly with the person involved
- Encourage responsible risk-taking/Accept failure as a learning opportunity
- Continuously seek to learn and teach others
- 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

*In support of **community** we are other-centered and value teamwork.*

Other Centered – SCC exists to serve and meet the needs of our constituents – corps members, land management partners, and local communities. 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.

- Listen – really listen – to hear what external and internal constituents are saying
- Respond in a timely manner
- Strive to exceed expectations in meeting others needs
- Share what you learn with others
- Keep yourself and others safe for the benefit of their contributions
- Proactively seek input, criticism and advice from others with whom we work
- Represent “One SCC” to all constituents

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.

- Demonstrate a fundamental belief in the capacity of fellow staff members and crewmembers
- 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

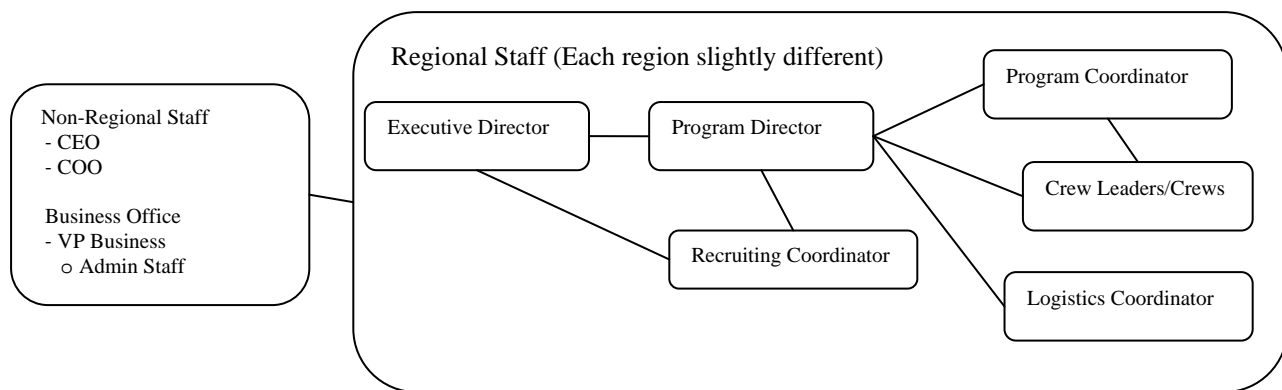
- Encourage participation by all members of the team
- Reach beyond your region/team to support all of SCC
- Talk about “we” more than “I”
- Have fun

*In our responsibility to the **environment** we value stewardship.*

Stewardship – We recognize the natural world as the sustaining factor of our quality of life as individuals and as a society. By caring for the earth and connecting people to nature through stewardship we build strong community and healthy individuals for now and in the future.

- Be aware how your actions and purchases impact the earth and its natural resources
- Strive to leave a small footprint and take responsibility for your actions
- Educate others in the goals of conservation and how they can take part
- Get your hands dirty and shirt sweaty alongside others in service to conservation.
- Think beyond today and protect the world for future generations

SCC STAFF STRUCTURE



PERSONNEL POLICY MANUAL

As a Crew Leader for SCC you are in a unique position within the organization. Although you have a very well defined set of duties and expectations, you are also an employee of SCC. As an employee you are expected to hold to the pertinent policies of the SCC Personnel Policy Manual as well as those laid out in this handbook. A copy of the Personnel manual is available at each of the regional offices and should be reviewed before starting your position.

EMPLOYEE ASSISTANCE PLAN (EAP)

The SCC Employee Assistance Program (EAP) is available to all employees and Corpsmembers. This benefit provides a free confidential service to employees whose personal issues are affecting their work performance, family, or other aspects of their lives. A personal issue may be any situation or condition that interferes with your quality of life or your level of coping. Issues may include chemical dependency, emotional difficulties, family, marital, parent-child or other stressful conditions. The EAP also offers a huge array of other free services to you. To access these resources, or to find out more about the EAP, consult the Recruitment Coordinator or your supervisor. You can contact the EAP directly at 800-873-7138. Someone will be available to answer your call 24 hours a day, 7 days a week. Confidentiality is one of the most important aspects of the EAP program. If you contact EAP directly, no one in at SCC will know about it – unless you tell them.

CREW LEADER DUTIES AND RESPONSIBILITIES

Below are the basic duties and responsibilities you have undertaken as written in your position description. It is a tall order, but one met by many skilled and dedicated individuals before you. We expect that you will live up to the solid precedent that they have set. In this handbook and during Crew Leader training we will provide more details on how to carry through on these duties and responsibilities to our expectations.

- Manage, supervise, and participate in day-to-day details of crew life in camp and at work.

- Monitor, manage, and promote the crew’s physical and emotional safety on and off the work site.
- Train and motivate a crew of youth or young adults to efficiently complete conservation projects on public lands. Coordinate logistics with project partners, Program Coordinator, Program Director and co-leader.
- Develop and implement formal and informal lessons on environmental and/or life skills topics as directed by program staff.
- Complete professional documentation of time sheets, daily and weekly report, Corps member and peer evaluations, incident reports, etc. Manage petty cash, gas cards and food budget.
- Transport crew safely in SCC vehicles while at times also towing trailers.
- Promote individual Corps member development and a healthy community

CREW LEADER COMPETENCIES

The success of SCC’s programs is very dependent on strong, dependable and professional crew leaders. These individuals have a tremendous amount of responsibility but are also in the best position to develop and mentor SCC’s Corps members. It is important that crew leaders have a skill set that enables them to succeed in this challenging position. The crew leader competencies outline what SCC requires of these individuals. The SCC crew leader training is based on these six focus areas.

Leadership

- Conflict resolution
- Co-leading
- CM Issues & dynamics
- Discipline
- Communication
- Decision making
- Creative thinking
- Teambuilding
- Leadership styles
- Understanding different age groups

SCC Knowledge

- History & Organizational Structure
- Policies & Procedures
- Code of Conduct
- Organizational Culture
- Administrative Policies & Procedures
- EAP Program

Education

- Facilitation Techniques/Learning Styles
- SCC Education
- Developing educational culture
- Life Skills
- Resources
- Life after SCC

Risk Management

- Camp setup
- Vehicles/driving/trailer training
- Judgment Training
- Medical Policy & Procedure
- Emergency/Evacuation Procedures
- Worker’s Compensation
- Stretching/PT
- Hygiene
- Environmental concerns & mitigation

Technical

- S 212 Chainsaw Training
- Concept based/Critical Thinking
- Terminology
- Trail context
- Trail analysis & critical thinking
- Solutions: dirt, rock, wood
- Medical certification and training
- Other technical trainings
- Backcountry travel

Professionalism

- Respect
- Partner Communications
- Public Relations
- Professional boundaries
- Work ethic & pride
- Presentation

Chapter 2 – SCC Policies and Protocols

As the crew leader of a group, you need to be clearly in charge at all times. Your personal style of leading will determine how much decision making you delegate to the group. But to whatever degree you may hand off simple, daily decisions, you must never abdicate your ultimate authority and responsibility for the welfare of all members in your group at all times.

Although we believe SCC offers a significant amount of independence and autonomy to professionals who run our programs, there are some hard and fast rules which crew leaders and members must observe during an SCC program. These have been developed out of many years of experience running Conservation Crews. They are designed to protect our Corps members, our crew leaders, and the organization itself. They have not been made arbitrarily, or for the sake of having rules alone.

These policies in no way attempt to address every situation you may encounter while leading your crew. Throughout this book you will find additional guidance and advice, but the time will surely come when you face a situation no one has anticipated. You have been hired to exercise your best judgment and to be creative in solving problems in these cases. When in doubt, use cautious, common sense as your guide and contact a SCC program support staff member for guidance. If you follow the policies set forth here and use your best judgment, SCC will back you **100%** when you must make a difficult decision.

Balancing SCC Policy versus Personal Convictions

It is very possible that you may not agree with some of SCC's policies. Both crew leaders and full-time program staff hold a variety of political and philosophical convictions. SCC does not expect that you will agree with everything the organization stands for, or with every management policy our cooperating agencies follow.

We do, however, expect you to uphold SCC policies and abide by area regulations, whatever your own feelings about them. If this seems difficult, realize that SCC does not hire you to run your own program, but to run one of ours. If you feel unable to uphold SCC policies, you will need to consider withdrawing from the program. If you remain committed, despite your difference of opinion, come to terms with the issues ahead of time and think about how you will present these differences to your crew.

As you work to accomplish these substantial goals, be aware that SCC is standing behind you all the way. SCC staff is ready to help you at any time. Feel free to call on us with any problem or just to get a second opinion or some reassurance.

Conveying SCC Policies to Corps Members – Tips for Success

1. Do not simply read the policies one after the other, create a discussion concerning community standards and taking care of each other as fellow crew members.
2. As a starting point, invest your members in the principles behind the policies. If they can accept the principles they can better understand the policies themselves and follow them more naturally. SCC policies fall within three general principles that members can readily understand and accept if put in the right light:
 - a. Safety – ensuring your own and others' safety to allow continued involvement in the crew experience,
 - b. Respect for others – tolerance and respect allows you to be comfortable with yourself and enjoy your experience,
 - c. Ensuring the reputation of the organization to allow others in the future to have the same opportunity you have been given.
3. Ideally you want to get members to where the language they use is “We don’t ...” instead of “We can’t ...” This is a much healthier response and demonstrates an investment in the full culture of the crew and the organization. Try not to use language such as “SCC’s policies” instead refer to “our policies.” This will provide better buy-in.
4. Do not exclaim or demonstrate through your body language your personal disapproval of any of the policies – it will definitely come back to bite you. Members often translate a disregard for one rule as a disregard for all rules.
5. This last point applies as well to upholding policies. If you impose varying degrees of enforcement depending on the policy, you will find that the members will constantly test that line for many of the other policies, which may lead to escalation of violations and a loss of investment in the principles as a whole.

SCC POLICIES

While not every policy is listed below, you will find them clearly stated throughout the Crew Leader Handbook. Our goal is to get these policies out front – we want our expectations of you as leaders to uphold these policies to be clear. Any questions or concerns should be directed to the staff.

2.1 Professional Conduct

1. Crew Leaders are responsible for Corps members at all times during the program. If an agency staff person is on hand to direct some of the project work, keep in mind that you remain responsible for the members' safety and experience. You do not abdicate that responsibility to another.
2. Crew Leaders must provide an emotionally safe environment for Corps members, and should actively interrupt any inappropriate language use, jokes or other physical or verbal interplay that is any way sexist, racist, or is a slander toward any person or group of people.

3. SCC staff will keep all relationships with Corps members on a strict professional basis while employed with SCC. Exclusive or sexual relationships with any Corps member are prohibited, regardless of the member's age. Crew Leaders should be very wary of spending off time with Corps members while employed by SCC. This often leads to perceptions of favoritism or exclusive relationships, which disrupts crew dynamics and may jeopardize your ability to do your job. If this becomes an issue you may be dismissed.
4. Participants must refrain from exclusive or sexual relationships with each other during the entire course of the program, and it remains the crew leader's responsibility to assure this, even if it means dismissing a participant.
5. Crew Leaders must refrain from the use of alcohol, drugs and tobacco products during SCC meetings, training courses, and while in the field or on program time. Leaders must also assure that SCC participants follow this policy.
6. Crew leaders must respect and make reasonable efforts to accommodate participant's religious beliefs and customs as well as their dietary needs.
7. Any disclosure by a participant of either physical or sexual abuse must be reported to the Executive Director as soon as possible.
8. Crew leaders should respect the rights and viewpoints of all members and co-leaders
9. Because Crew leaders are in a position of authority and power they should be aware of their potential influence on Corps members and must not exploit that relationship.
10. All Crew Leaders are required to uphold all SCC policies and abide by the hosting area's regulations, regardless of personal views or philosophies.

2.2 SCC Code of Conduct

All Corps members and Crew Leaders are expected to follow SCC's Code of Conduct upon hire. These are activities that will be considered grounds for immediate termination:

- Possession or use of drugs or alcohol including tobacco products.
- Possession and use of weapons, firearms, or fireworks.
- Unauthorized leave of absence
- Fighting, insubordination, threatening behavior, threats of violence, or verbal abuse
- Stealing, vandalism, or damage to property
- Sexual harassment or racism.
- Inappropriate sexual activity and exclusive relationships.
- Willful disregard for individual or group safety

2.3 Drug Free Workplace

Pursuant to the Drug Free Workplace Act of 1988, unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance in the workplace is prohibited by SCC. Conviction of any criminal drug statute must be reported to the Corps immediately. The Member's participation is conditioned upon compliance with these requirements; and certain actions will be taken against the Member for violations of this policy.

2.4 Medical Marijuana Use

As stated in SCC's Drug Free Workplace policy the use or possession of any controlled substance is prohibited. This includes medical marijuana use, whether the participant holds a valid medical marijuana use card or not. No Corpsmember or staff person may possess or consume marijuana in any form during the entire length of a hitch, including any recreation days. In addition, Corpsmembers or staff may not be under the influence of controlled substances during this same period.

2.5 Drug Testing

SCC maintains the right to perform drug testing of any participant at any time for purposes of upholding policy and ensuring the safety of crews and participants. In addition, SCC's workers compensation insurer may require a drug test when a claim is filed with them.

2.6 General Safety

1. All crew leaders must complete and distribute a copy of their Emergency Response Plan (ERP) to their SCC staff supervisor and agency coordinator prior to departing into the field.
2. Before departing to any project, be sure that you review the full project specs and are clear on all information. Double check the driving directions, trail locations, and project locations via the internet or hardcopy maps with the program support staff before leaving the office.
3. An unscheduled loss of contact with a person for more than two hours is considered an emergency. If this occurs, the emergency response plan should be initiated.
4. Shoes must be worn at all times, except for bathing, while in tents, and in other situations the crew leader(s) carefully controls. Closed toed shoes must be worn in the kitchen area.
5. Crew Leaders are required to take appropriate precautions to protect themselves and their crew members from sunburn and excessive sun exposure, including but not limited to sunscreen and protective clothing.
6. The crew or individual members must not be unsupervised for any length of time, except under strictly controlled circumstances dictated by the crew leader. "Solo" experiences are not part of SCC's curriculum and are not allowed.

7. The first aid kit and radio/sat or cell phone must be with the crew and be accessible at all times including at the work site, in base camp, and at every excursion beyond base camp. The following information must be stored in the first aid kit
 - a. Participant/crew leader medical certificates with Emergency Contact info for each participant
 - b. Emergency Response Plan
 - c. Blank workers comp and incident report forms
 - d. SOAP Notes
 - e. Ball point pen and Incident Report Form(s)
 - f. Benadryl

The kit must be resupplied by one of the Crew Leaders after each hitch.
8. No SCC Crew Leader or anyone else who is not properly trained and licensed may administer any medicating prescription or non-prescription.
9. If epinephrine is delivered, regardless of the apparent success of the treatment, immediate evacuation is required.
10. All injuries and illnesses, both serious and minor, must be recorded either in the Daily Log and/or on an Incident Report Form (IRF) according to the protocols listed the Incidence Response Chapter of this Handbook.
11. As a crew leader, you are required to initiate contact with SCC through the on-call system as outlined on the Incident Threshold Chart found in the Incident Response Chapter of this Handbook.

2.7 Safety at Work

1. Personal Protective Equipment (PPE) - SCC will issue all Crew Leaders hard hats, eye protection, ear protection, and (to saw crews only) chaps. Crew Leaders are encouraged to bring their own gloves if they have a strong personal preference. PPE is necessary for individual safety and are required as part of your employment with SCC. Refusal to wear PPE can result in suspension or loss of Worker's Compensation benefits.
 - **All leather (or Kevlar) boots.** NO EXCEPTIONS WHILE USING TOOLS! Boots should always be worn at the work site. NO working in lightweight hiking shoes or boots unless the Program Director allows otherwise
 - **Hard hat, gloves, and eye protection** must be worn AT ALL TIMES on SCC projects unless the Program Director allows otherwise (for example trash projects may not require a hard hat.)
 - **Long pants.** Like boots they should always be worn at the work site. A thin layer of fabric can deflect a blow and/or reduce injury from a stray tool swing. NO shorts are allowed at work
 - A **T-shirt or long-sleeved work shirt** is required. No modified shirt sleeves or tank tops.
 - **Ear protection** must be worn while using impact tools (rock hammers, etc.) when using chainsaws, working around or using machinery or power tools.
 - All proper PPE **MUST** be used during de-rig and re-rig.
2. Tools and equipment should only be operated by individuals who have been trained in how to use the specific tool or equipment.
3. If a Project Partner requires the use of an unfamiliar tool or machine, Crew Leaders **MUST** ensure that proper training is received before anyone uses that machine or tool. Crew Leaders need to complete a written jobsite hazard analysis (JHA) for any new tool or machine that they work with.
4. Individuals under the age of 18 are not allowed to use motorized equipment or apply herbicides or pesticides.
5. If you or any member of your crew has taken medication that affects alertness, responsiveness, or mental/physical abilities that person should not operate any motorized equipment or drive an SCC vehicle.
6. Stretch/safety circle will be done with the crew at the beginning of every work day.
7. Identify hazards and address them with the crew before beginning project work. All unsafe conditions must be corrected before commencing work.

2.8 Chainsaw and Brush-Cutter Use

1. All Crew Leaders and Corps members must be explicitly approved by senior staff to run chainsaws or brush cutters and have the proper certification and training. Any individual using a chainsaw must be at least 18 years of age and have passed the Forest Service S212 Power-saw class or its equivalent.
2. Chaps and long sleeve shirts must be worn whenever using a chainsaw, swamping for a sawyer or using brush cutters. Crews that run chainsaws need boots that are waterproof or water repellent, cover and provide support to the ankle, and are constructed with cut-resistant material that will protect against contact with a running chain saw. Some saw specific crews may need boots with 9 inch uppers or lengths specified by our agency partners.
3. All "close calls", damage to chaps, or impact with falling debris must be reported to your Crew Leader **IMMEDIATELY** and an Incident Report Form must be filled out. Any "close calls" may result in time spent off the saw/cutter or in termination if the incident is severe enough. When carrying a saw on shoulders is deemed necessary (this should be minimized) the bar and dogs **MUST** be fully covered by chaps and/or bar covers.
 - First offense will result in the individual not sawing/cutting again until cleared by the direct supervisor through an in-field assessment. Individual may be required to spend the day(s) off of the saw/cutter until a re-evaluation opportunity is available.
 - Second offense will result in being pulled off the saw/cutter until completing another full assessment by qualified office staff.

- Third offense will result in a review by the Program Director, Program Coordinator, and Executive Director resulting in possible removal from the crew or termination from the program.

2.9 Safety in Camp

SCC requires all crew leaders to follow *Leave No Trace* guidelines to operate a minimum-impact base camp and to instruct the participants in appropriate outdoor camping skills. Crew Leaders are responsible for knowing and following all local area camping regulations.

Campsite

1. When choosing a campsite, consider potential dangers (snags, leaning trees, potholes) and the location of kitchen area and tent sites.
2. Corps members are not allowed to sleep in mixed gender tents.
3. Shoes must be worn except for in the tents. Closed toed shoes must be worn in the kitchen area. You are trying to prevent burned or cut feet from falling hot water or knives, decisions on whether a certain type of shoe is appropriate may have to be made on a case-by-case basis.
4. All pertinent camp information should be discussed, as a crew, during the first night in camp. Pertinent information includes: camp safety analysis, evacuation plan, location of latrines, camp boundaries and location of potable water.
5. Camp boundaries should be established immediately. They are within sight and clearly outlined to the entire crew. Camp boundaries should be established so that a crew leader can easily find a Corps member at any given time within 5 minutes. Within these boundaries, Corps members may travel alone.
6. Any individual (s) wanting to leave camp boundaries MUST travel in groups of three.
7. Anytime a group leaves the camp boundaries, they must give the Crew Leaders a travel plan. A travel plan must include the destination or route of travel and time of return. All travel MUST occur on establish roads or trails. Bushwhacking is not allowed.
8. Campsite will be kept clean and orderly

Food

1. Be sure to review the medical histories of all crew members for food related allergies, sensitivities and restrictions and in addition ask again at the beginning of the program about these concerns as they may not have been documented.
2. Crews obtain dry food from the warehouse and receive money to purchase fresh food with their crews. Including Corps members in menu planning and shopping is part of SCC's life skills curriculum.
3. Meals should be planned in advance and an occasional hot meal for breakfast is essential. Dinners are always served as a group event and no one should be excused until everyone has finished eating.
4. All crews must protect local animals from the crew's food and other scented items. Food should be stored in vehicles, bear boxes, or in bear hang, NEVER in the tent. All food will be kept together and stored in a way to prevent the attraction of animals. Have crew members check their pockets before going to bed to remove wrappers and other scented items.
5. No food will be stored in personal packs, tents, or daypacks and food must never be eaten in tents.
6. Proper food handling is essential for the overall health of the crew.
7. All crew leaders and members are required to wash their hands with soap before handling any food and after using the latrine. Hand sanitizer is not a good substitute for this practice, especially in the kitchen – use soap and water.
8. GORP, chips and other food that is shared MUST be poured into separate containers or into hands rather than individual hands reach in bags/boxes
9. Fresh meat should be eaten within the first 2-3 days.
10. Coolers should be cleaned daily and kept in a cool shady place and never outside if an alternative is available such as a vehicle or building.
11. Remember, crew morale depends on good food!

Water

1. All drinking water needs to be hauled from a reliable tap or treated. Containers of drinking water need to be clearly labeled for the entire crew to see.
2. When treating water follow the guidelines described in Chapter 5 of this handbook. All backcountry crews will be equipped with water filters as well.

Hygiene

While camping and working for 12 days a crew is bound to get dirty. Proper hygiene then becomes necessary to maintain crew health and a professional appearance.

1. Wash hands before eating or preparing food. Carry hand sanitizer for the crew to the worksite each day.
2. Everyone should do a quick body wash at the end of the day. Use moist wipes or biodegradable soap on a clean towel.
3. Dishes must be washed thoroughly and carefully with the 4 bucket system: rinse, hot soapy water, rinse, bleach water.
4. Human waste must be disposed of properly whether in a trench latrine (min. 6 in. deep), groover, or cat holes.

5. Grey water should be strained and poured into a sump (in minimally impacted sites) or dispersed over an impacted site such as a road bed. When sinks are available all dishwasher needs to be strained into them.
6. All trash should be taken or packed out and disposed of properly.

2.10 Recreation

All other SCC Policies remain in effect during recreation time.

Swimming

1. Crew Leader or Assistant Crew Leader must explore the area first to make sure it is free of hazards.
2. A Crew Leader must be on shore at all times to observe activity and all swimmers must be in sight of the person on shore.

Free Time

1. All Corps members must do activities in groups of at least 3 individuals and they must receive prior approval from a Crew Leader. Please refer to the Safety in Camp Procedures for more information.
2. Hitchhiking is ABSOLUTELY prohibited at all times, unless it is an emergency situation.
3. Crew and individuals, are not allowed to complete "Solo" experiences.

Hiking/Peak-bagging Trips

1. Hiking trips are an excellent off-time activity, but are not without risk. It is the Crew Leaders' responsibility to evaluate all trips and use good judgment to ensure the crew members' safety
2. Hikes that require technical knowledge, significant route finding or are aid assisted are prohibited.
3. Off-trail hiking should only be done as an entire crew led by the Crew Leaders. Trip plans should be approved by program support staff prior to starting the hike.
4. Crew Leaders should always place themselves so that one is at the beginning of the crew and the other sweeps up the rear. No one should hike alone.

Van Trips to an Educational or Recreational Site

1. Any trip over 45 minutes one-way must receive prior approval from the program support staff.

2.11 Uniforms

SCC will provide all Crew Leaders with 1-2 SCC work shirts. Crew Leaders must provide their own work pants (free from rips and tears, tan canvas work pant style preferred, i.e. Carhart, Dickies brand work pants) and leather boots that cover the ankle. Uniforms must be worn at all times while working on SCC projects. Crew Leaders must also be in uniform on orientation days.

1. Uniform must be professional in appearance with no large rips and washed between each hitch.
2. SCC uniforms MUST NOT be worn into an establishment whose primary purpose involves serving alcohol. Nor shall it be worn while drinking alcoholic beverages.
3. Personal water, 2 quarts minimum, must also be brought every day. The Crew Leaders should have extra capacity.
4. All Crew Leaders shall be conscientious of personal hygiene and professional appearance.
5. Clothes for inclement weather must be brought every day.

2.12 Technology

The SCC program intentionally removes young adults' sensory stimulation through electronics, relying instead on stimulation that comes from living and working outdoors in a team environment. This facilitates the development of a healthy group dynamic and focuses communication within the crew instead of with individuals at home, friends, etc. The SCC model encourages the use of other forms of reflection and communication, such as journaling, storytelling, and debriefs. As a Crew Leader you may want to discuss this as an outdoor ethic issue as well.

Cell Phones

Camping Crews:

1. The use of cell phones is prohibited during all work, chore, group and meal times as well as during de-rigs and rig-up. Use of cell phones should not interfere with preparing for the work day, with expected "lights out" times, or any other expected group norms set by the crew and Crew Leaders.
2. Crew Leaders should be very clear of the expectations for cell use with their crew and all other policies need to be adhered to at all times (e.g. wandering from camp alone). Crew Leaders may at any time set more stringent limits on cell phone use, but may not set any more lenient.
3. Crew Leaders can carry phones during the workday for communication purposes with the project partners or SCC staff. Otherwise, they are expected to follow all policies listed above.

Day Crews:

1. The use of cell phones is prohibited at ALL times during the workday. Corps members can use phones before the workday starts or after they return back to the office of meeting place at the finish of their workday.
2. Crew Leaders can carry phones during the workday for communication purposes with the project partners or SCC staff. Otherwise, they are expected to follow all policies listed above.

Portable music and video players

1. For safety reasons all electronic music and videos players are prohibited from use during any workday activities and hours including de-rig and re-rig days. This includes camp duties such as cooking, dishes, cleaning and tool care.
2. They are also prohibited during any group activities, including education sessions, hiking, and other recreational activities.
3. At other times (vehicle riding, in tents at night, days off, etc.) the crew as a community needs to develop standards that are agreed by all and do not impinge on others.

2.13 Vehicle Standards

General Policies

Southwest Conservation Corps provides each crew with a vehicle to use for transportation to the worksite. It is the Crew Leaders' responsibility to safely monitor and drive the vehicles. Driving and riding in vehicles is one of the most risky activities we do in SCC, please take all necessary caution to ensure the safety of your crew members.

1. SCC vehicles shall be driven only by staff or selected corps members that are currently covered by SCC vehicle insurance.
2. No combination of work and drive time during one day shall exceed 11 hours. All drivers will receive vehicle training, complete a driver training course, pass a written test and be observed by a program staff member before driving an SCC vehicle alone.
3. Always have a crew member back you up to safely indicate direction and watch for oncoming traffic.
4. Drivers of high capacity or crew vehicles are not allowed to drive over 65 MPH due to safety concerns, such as tire blow outs, rollovers, etc.
5. The vehicle must remain with the crew at all times. A crew may only be left without a vehicle if there are other vehicles and/or immediate access to emergency assistance. In ALL other situations, the entire crew must leave if the vehicle leaves.
6. Vehicles will be used for program use only. Recreational trips must receive prior approval from the office.
7. All passengers and driver must wear seatbelts while the vehicle is in motion. It is the driver's responsibility to check all seat belts before starting to drive. If seat belts are non-functioning or missing for any seat, the affected seat cannot be used.
8. Driving under the influence of alcohol or other mind altering drugs (prescribed or non-prescribed) is prohibited.
9. All SCC drivers and passengers are required to behave professionally, included but not limited to: keep feet inside the vehicle and keep music at a reasonable volume.
10. The following are prohibited in SCC vehicles: use of mobile phones for calling or texting by the driver, transport of alcohol (opened or unopened), smoking, picking up hitch-hikers, or affixing non-SCC sanctioned bumper stickers or decals.
11. All vehicular accidents must be reported according to the incident response procedures described in chapter 10 and will be reviewed by program support staff.
12. Obey all local, state and federal traffic laws. OBEY ALL SPEED LIMITS. Crew Leaders are responsible for the payment of any tickets resulting from a violation of traffic laws, it will be documented on their driving records and may result in disciplinary action.
13. Tools may not be transported in SCC vehicles carrying passengers unless secured in one of the following ways:
 - a. In the trunk of a car
 - b. In the bed of a pick-up, or otherwise physically separated from passenger space
 - c. Behind the last seat of a van/SUV wrapped in a tarp and secured to the floor.
14. Individuals must notify the Program Director or Program Coordinator of any traffic violations that he/she receives after submitting a driving record to SCC. All violations must be reported to SCC no later than 1 week after the date it was received.
15. Driving at night is strictly forbidden for distances over 30 miles except in the case of medical emergency or if explicitly authorized by program support staff.
16. Follow the Smith's System of 5 Keys of Street Smart
 - a. Aim High in Steering
 - b. Keep Your Eye's Moving
 - c. Get the Big Picture
 - d. Leave Yourself an Out
 - e. Make Sure They See You
17. Park for egress (i.e. backed in and facing forward) – A vehicle parked facing I the direction of egress is more effective in case of emergency evacuation and easier to get to for necessary repairs and inspection.
18. SCC vehicles must carry the following items at all times: a minimum of two sets of keys (if possible), one form of communication (radio, cell phone or satellite phone), one insurance card, the vehicle registration, a completed Emergency Response Form, all member and staff medical disclosure forms, local and SCC safety contact information, a first aid kit, an emergency vehicle kit, all relevant maps and a jack and spare tire.

Vehicle Maintenance

SCC vehicles are expensive and important pieces of equipment. In order to keep these vehicles in working order it is extremely important that they be maintained regularly.

1. Use your Vehicle Log and complete the following necessary inspections:
 - a. Vehicle Check-in/out: Completed at the beginning & end of each session.
 - b. Routine Inspection: Check fluids and tire pressure at gas fill-ups.
 - c. Post-Hitch Vehicle Inspection: Completed at the end of every hitch.
2. Report or repair any problems as soon as possible. Do not use a vehicle which is illegal or unsafe to operate. Contact the office immediately if stranded or your vehicle needs repair.
3. Cosmetic damage to the vans is not allowed and can significantly depreciate the vehicle's value while also creating a bad image.
4. All pre and post trip vehicle information must be submitted to the Program/Logistics Coordinator before and after each hitch or on a weekly basis.

Operational Proficiencies

At SCC there are a variety of driving conditions that require particular driving skills.

1. Parking
 - a. Always use the parking brake.
 - b. While parking on a steep hill, apply the brake first then shift into park. This is so the vehicle doesn't lock into park.
 - c. Always turn off the air conditioning when the vehicle is parked. Leaving it on wears on the AC system and it can also affect your ability to start the vehicle.
2. Defensive Driving
 - a. Always use mirrors and turn signals
 - b. Brake gradually for smooth stops
 - c. Always observe speed limits
 - d. Be aware of surroundings
3. Dirt/Gravel Roads
 - a. NEVER exceed 45 MPH on dirt or gravel!
 - b. Understand limitations on dirt/gravel
 - i. Limited traction.
 - ii. Limited braking capability.
 - iii. Limited sight distance.
 - c. If an animal hops out in front of you on dirt OR paved road, NEVER slam on brakes! Don't swerve! Hold steering wheel firmly and lightly but firmly apply brakes.

Emergency Maneuvers

While driving an SCC vehicle you may be involved in an emergency situation. There are steps to take to prevent these situations from deteriorating.

1. If your tire blows out while driving hold the steering wheel firmly. Stay off the brakes unless you're about to run into something. Immediately release the accelerator pedal. Pump the brakes to slow down if vehicle is not equipped with ABS.
2. In case of a flat tire, make sure the car is safely away from major traffic. Put the vehicle in park and chock the tires. Loosen the lug nuts before the vehicle is jacked up. Make sure to place jack appropriately (under a part of the frame). Everyone must be out of the vehicle while car is on jack.
3. If the accelerator sticks while driving, stick your foot under it and pull up. If this does not work downshift and brake. Last case scenario: shut off vehicle.
4. If your vehicle stalls and will not start again it may be vapor lock. Let the vehicle cool for a while. Check fluids, check for overheating, and add water if necessary.
5. If you are uncomfortable with the way anyone is driving... **SPEAK UP!**

Trailer Policy

1. All lights, hitches and safety chains must be correctly attached to the vehicle. Do not cut and splice trailer wires; instead notify the office.
2. Ensure the trailer tongue is locked on the ball of the hitch correctly.
3. The trailer padlock or hitch pin must be on and hitch mechanism closed both when the trailer is attached to the vehicle and disconnected from it.
4. If the trailer is swaying behind the vehicle you have too much weight in the rear of it. Pull over and re-distribute the weight so the bulk of it is over the axle or closer to the front.
5. When maneuvering in tight situations remove the trailer and move it by hand.

Off Road Vehicle Operators

To operate an off-road vehicle, drivers must complete agency training, meet agency safety requirements and must wear an agency-approved helmet. In addition, off-road vehicle operators must:

1. wear a helmet that meets current safety standards
2. wear closed toed shoes and long pants

3. not exceed the maximum weight limit for the vehicle

Chapter 3 – Project Expectations

PROJECT SPECS

Project Specs are generally developed by your Program Director and/or Executive Director in conjunction with the agency partner. These are in essence your working orders and prepare you for each hitch. The information on agency contacts, the work project, the campsite, emergency contacts, and resources needed to complete the work are all essential for you to be successful on the project. Read the Specs carefully with your co-leader before you leave for the site and go over them with your supervisor asking any clarifying questions at that time. Once at the project site, review the specs again with your agency contact to make sure the correct information was passed on with sufficient details for you to meet their expectations.

PROJECT QUALITY STANDARDS

SCC continues to build a solid reputation for quality work in the field. You will be following many quality crews and their leaders in living up to this reputation. Taking pride in your work and emphasizing quality with your crew pays dividends in unexpected ways – a happy mood at the end of the workday, special attention from your agency contact, more interest in going the extra mile. Ensure that the agency's expectations match your own plans before you begin the work. Both a list of expected outcomes and a clear understanding of the expected standards for work quality should be agreed to with your agency contact. Project Outcomes are the focus of your project from the perspective of the partner agency. Often these are outlined well enough in the Project Specs, but sometimes they need to be worked out separately with the agency partner. Even what is listed in the project specs can lack the details you will need to manage your daily work activities.

Reporting on your success in achieving these project outcomes is what an agency will be most interested in and is a minimal expectation at the end of the program. Take good notes during the day so that you can complete the project accomplishments form with adequate detail. Take before and after photos of all work and document the locations of projects using the requested methods whether that is by GPS or taking measurements from trailheads.

PREPARING THE CREW FOR THE PROJECT

Members of your crew will be interested and deserve to know what they will be doing during the course of the project. Equally important is the why of what they will be doing. Include the crew in conversations about the project where feasible and go over the work plan with the crew at the beginning of each day. If you are not confident in answering the why question, ask your agency contact to visit with the crew possibly going over the history of the area, the needs for the project and the reasons for the particular work the crew will be doing. Investment in the project will be an important part of keeping you crew motivated, interested and creative in their approach to the work.

DAILY CREW SCHEDULE

All crews should follow the SCC model which includes the following tasks:

- Assigned Chores – The assigned chores should be completed every day.
- Morning wake-up – Ensures the entire crew is awake on time.
- Breakfast – Should be prepared for the whole crew
- Physical Training and Stretch/Safety Circle – To be completed at the beginning of each workday
- Daily Outline – Crew Leaders should establish work goals for each day. These goals will be announced at the Stretch and Safety Circle.
- Group Lunch – At least 30 minutes; this time is not counted as project hours, though two 15 minute breaks are included in workday.
- End of Work/Day Stretch – Crew Leaders should enforce this excellent injury prevention method.
- Tools will be accounted for, stored properly and maintained as necessary at the end of every workday.
- Group Dinner – the entire crew eats together in a calm atmosphere.
- Daily Group Debrief – To be completed w/ the entire crew every day.
- Integrated Education – the Crew Leaders should plan including education opportunities during hitch as specified by the program support staff of each region

PROJECT MANAGEMENT

Time and Travel Management – Managing time for a crew can be a big challenge and it is the Crew Leaders’ responsibility to keep things running smoothly.

- The agreements with our partners typically require a crew to work 72-80 during a two-week hitch. It does not include lunch. Crews will not work over 9 hours a day or 50 hours a week without approval from the Program Director (unless you are leading a pre-arranged 10 hours/day crew).
- Make sure your crew understands the daily schedule. (Two 15 minute breaks and a half hour lunch)
- As per our agreements with our partners only one-way of the driving time to or from a project is counted among the project hours. The hours for the other direction should be reflected on the timesheet as *other service hours* but not as *project hours* unless otherwise instructed by the Program Director or specified on the project specs.
- Any commuting from the campsite to the work site on a daily basis, hiking or driving, is also counted in the daily work hours

Work Management

- A project safety check is to be completed by the Crew Leader and shared with the crew during the Safety Circle at the beginning of the work day.
- Uniforms and PPE need to be worn at all times on the worksite. Corps members that are missing PPE will be suspended for the day.
- During the day it is the Crew Leaders responsibility to motivate Corps members and set goals for the day.
- Crew Leaders need to balance work time with time spent supervising the crew’s progress and spacing.
- THINK AHEAD! Plan for the possibility of running out of work or materials and develop an alternative project.
- Maintain a tool count at the beginning of the day, at lunch, and at the end of the day. Lost tool costs may be taken out of the Crew Leaders’ paycheck.
- Clean up your work site at the end of every day and be considerate of other trail users.

Tools

- Lost or damaged tools as a result of improper use may be deducted from the Crew Leader’s paycheck.
- Proper tool usage and care is a priority. Any questions about this should be directed to the office.
- All tools must be accounted for at the end of each day!

Visitor Policy

SCC strongly discourages external visitors to crews due to the intense schedule. Exceptions are made if the visitor is there to make a contribution to the entire group. Visitors must always receive prior approval from the office.

PROJECT PARTNER RELATIONS

The agency with which you are working should be considered both partner and customer. Keep this dual relationship in mind when dealing with the agency coordinators.

As a partner, it is right to have expectations of the coordinators you are working with; but as a customer, their expectations trump those of yours and SCC. As a basic rule: if you are doing your part, they will generally be willing to do theirs.

- When the crew first arrives it is the Crew Leader’s responsibility to introduce themselves as the person in charge
- Address supply or work issues as soon as possible to prevent crew downtime. Clarify the expected standards by asking questions not just reading the project specs or listening to project descriptions. (“So if we did Would that work?” “What size ___ are you thinking of?” “What’s your definition of ___?” “How is this work that we did yesterday?”)
- Make sure the project is done to partner satisfaction. Ask them to visit you in the field to go over progress. Partner satisfaction = better projects.
- Include any agency visitor into your workday activities – introduce them to the crew, have crew members interact with them as much as possible, invite them to stay for lunch/dinner, ask them if they would be willing to share some skills/education/stories/tips-on-life, etc. All these things will help invest them in your crew and our goals as an organization.
- Our goal is to be the hardest working conservation corps out there. This often leads to great appreciation from the agency staff and further investment in your crew and our organization’s mission.

Agency relations generally breakdown for some standard reasons:

Availability – On some projects you may have an agency coordinator with you daily, working side-by-side and directing the project’s activities. Other times, however, there may be very little agency presence or communication. Agency folks can be busy people with many other duties besides serving as coordinator for your program. They often have limited time to spend with you or

the crew. This can lead to the impression that they don't care. Generally, these are false impressions. You should make the effort to communicate regularly with the coordinator, keeping him/her up to date on the crew's activities, accomplishments and direction.

Not Meeting Expectations (that we may or may not know about) – Sometimes determining the real expectations of agency coordinators is a fine art. And unfortunately, we may not realize we're not meeting them till we get their evaluation of the crews and project and it's unexpectedly negative. This is why asking lots of questions and seeking feedback during the project is so important. Of course we may not be meeting perfectly clear expectations as well because they are either unrealistic or the crew is simply not performing well. In the first case, work with your supervisor and have him/her open the communications with the coordinator to ease the situation. In the meantime continue to put out the best quality work you can so that you do not get identified with the second category of underperforming. In that case the issue is us (or rather you) not them.

Not Understanding (or accepting) what SCC is and what it is not - Agency partners may have a lot of experience working with Conservation Corps or your crew may be the first. Even if they have worked with other Corps, SCC may be quite different in terms of work standard and program approach. Spend some time informally or formally talking with your coordinator about who we are, what we do and why, and how we go about it. Our mission is broad and includes a focus on our participants, but the work (and completing a quality product) is essential to making that happen successfully. A high functioning crew is dependent on being a highly productive crew.

Who's in Control? – Agency partners' involvement can range from helpful guidance to nagging control (sometimes all in the same day by the same person). How do you handle it? Remember the partner/customer duality of expectations. Typically, the best approach is to be humble but confident. You want to demonstrate your reliability, not arrogance. Building trust will be the key to success and a helpful relationship with the coordinator. Remember it is your crew but the partner's project.

Chapter 4 - Food and Water

You will talk about it, complain about it, dream about it, and eat vast quantities of it. **Food!!** No single aspect of an SCC program will occupy so much of your time and energy as food. Good food can miraculously cheer up a gloomy crew; on the other hand, poor food can damage the morale of the most vibrant group.

FACTORS TO CONSIDER IN FOOD PLANNING

The foods you choose to provide will be determined by several factors discussed below:

Regional Food Systems

Each region of SCC has its own system for food purchasing and distribution. The most common method is to provide each crew a set list of food from a common stock that covers some portion (generally half) of your food supply each hitch. The remaining money is given to the Crew Leaders to supplement that stock with an emphasis on fresh food items such as vegetables, fruits, and meat. There is a significant balance to be made between cost and preferences. The foods provided through the office cache are purchased with the intention of providing the most cost effective way to cover the basics, not to meet every individual preference possible.

Individual Preferences and Communicating with your Crew

Find out before you do all your shopping what your crew members do and do not eat for personal or medical reasons. 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. 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. Also, follow up thoroughly with any food allergies that are identified.

Familiarity

For many participants, SCC programs present a huge challenge: being away from home in a group of strangers, and working hard at unfamiliar tasks in foreign surroundings. When so many of the aspects of the crew experience are new, familiar food can be immensely reassuring. Remember that the food you are accustomed to may be totally unfamiliar to your group. Do not impose your own food values or diet on your crew. This is not the place to convert crew members' eating habits by planning on total vegetarianism, sugar abstinence or a subsistence diet of beans and rice. This does not meet SCC'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. Aim to keep everyone's morale high by having a variety of good, nutritious and occasionally indulgent food on hand.

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.

Meat

Whether or not you are a vegetarian, bring some meat on your program (unless of course your entire crew is vegetarian). 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 carnivores feel at home.

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; in this environment plan quick and light foods for the crew to prepare. Altitude 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.

Cultural Preferences

For any crew that has participants 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 your participants' heritages and develop your food plan accordingly. Often, having participants share some of their recipes from home is a highlight for the crew. Also, little touches can go a long ways toward making them feel comfortable.

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. Always reduce packaging to the absolute minimum; this will also help minimize waste during the program (but don't forget cooking instructions!).

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.

Teaching Goals

Bringing limited amounts of a few choice items can make discussions about non-renewable resources, consumption in America or world hunger very immediate. Provided there is plenty of generic food to fuel them through the last days, it really does not matter if the crew eats all 10 pounds of M&M's in the first week. Also remember this may be the first time that your participants have given any thought to issues like nutrition, or the amount of water and energy required to convert eight pounds of grain to one pound of beef. And finally, consider how successful you will be if the members on your crew actually go home with the new found ability to cook and/or bake!

Planning Amounts

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 experienced 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; crew members can eat a lot and you do not want your crew to be hungry.

Who Will Cook

Part of the SCC experience for your crew is having the crew members cook. Crew Leaders should not do all the cooking. A common way of assigning who will cook is by creating a chore chart with your group; this will facilitate every member of the group having an opportunity to cook for the crew a number of times. Participants will come to the crew with a varied level of cooking experience and competency. One strategy to help participants become comfortable with cooking is to be heavily involved early on, and then back off 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.

FOOD STORAGE IN THE FIELD

Storing the food supplies of an eight person crew for a two week hitch in the field is no small task. It nearly amounts to the volume of food you may consume in a half a year if you live alone! Food will need to be stored to protect it from spoilage by sun, rain and critters.

Front-country Sites

Front-country is easy. All food should be stored in the crew vehicle when you are not at the campsite. In some locations it may be appropriate to leave some items in secure containers in the kitchen area, but never underestimate the creativity and strong motivation of critters to wreck havoc with your camp. Protect them and yourself by securing food as well as possible before leaving camp.

Backcountry Sites

Without the secure location of your vehicle backcountry food storage is more challenging. Each region will have its own protocols that have been developed with knowledge of local conditions. In all situations, however, it is important to be vigilant to these protocols and keep an orderly camp.

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 and how they typically deal with this challenge. For hitches in black bear country, you will need to take more precautions by having bear proof containers or hanging your food.

What Not To Do

No food should be stored in personal packs, sleeping tents or daypacks. Food should never be eaten in tents. Even if you are not in bear country it is worth noting that 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!

WASHING UP

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.

The Four Basin Method

This is the washing system we require SCC crews to employ. Have four large basins used exclusively for washing. After each meal, run all used utensils and pots through the set-up.

1. The first basin has plain cold or hot water depending on availability. Rinse dishes here to remove big food scraps, grease and other “uglies”. This water should be changed as often as it gets dirty.
2. The second basin has hot soapy water for washing.
3. The third basin has almost boiling water for a sterilizing rinse. Remember that getting all soap off of dishes, cutting boards and utensils is as important as washing them for preventing stomach problems. This basin may be optional in some backcountry situations where fuel is limited.
4. The final basin has cold water with a splash of bleach in it. The bleach helps cut the soap and sanitizes as it dries.

Leftovers and Food Waste

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. It habituates animals to humans and food scraps and violates Leave No Trace and agency policy. You may, however, store the compost properly as with other food items and transport it out of the backcountry to a front-country compost site.

WATER PURIFICATION

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

Boiling

Bringing questionable water to a boil for about a minute 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. At high elevations time needed to boil will increase, therefore use of fuel should be a consideration.

Pre-filtering

If your water has organic matter or is cloudy, murky, or colored in any way, chemical purification methods will be much less effective and water filters could get clogged. For water in this condition filter through a clean cloth then allow it to settle for at least 30 minutes and pour off the clear water for purifying.

Water Filters

Water filters are supplied in every SCC backcountry cache, though the type varies between regions. Be sure to use according to the instructions and be aware that most micro-filters do not filter out all viruses and small bacteria. For these filters to work correctly and efficiently, it is paramount that crew leaders maintain the filters. If the filters are filtering water extremely slowly, the filter element most likely needs to be cleaned or replaced.

Chlorine

Disinfecting with household bleach kills most, but not all, types of disease-causing organisms. The bleach *must* contain chlorine in order to work. Most household chlorine bleaches have 4-6% available chlorine, in which case you should add 1/8 teaspoon (8 drops) of regular, unscented, liquid household bleach for each gallon of water (2 drops per Liter), stir it well and let it stand for 30 minutes before you use it. Check the label; if the percentage of available chlorine is around 1%, or you don't know what the

percentage is, use 40 drops per gallon/ 10 drops per Liter; if the percentage is 7-10%, use 4 drops per gallon or 1 drop per Liter. Double the amount of chlorine if the water is cloudy, murky, or colored, or if the water is extremely cold. If after sitting covered for 30 minutes the water doesn't have a slight chlorine odor, repeat the dosage and let sit for another 15 minutes

Iodine

Iodine purification has an advantage over micro-filtration in that it will kill viruses as well as bacteria and parasites, but may be less effective against giardia. If you are in a populated area where groundwater may be contaminated with pathogens like hepatitis, you will need to use iodine. However, drinking iodine treated water for extended periods of time is not recommended so this should just be a backup method in case of emergency. The speed at which iodine can kill microbes depends on the temperature of the water. Purification time in cold water is about twice that in warm (above 60 degrees) water. Also, colored foreign material in the water can bind the iodine. If your water has a lot of tannin in it or other organic materials, double the amount of iodine you use. Also remember that the warmer the water, the less iodine you need to adequately treat the water. Pre-filtering the water before treatment can help as well.

Potable Aqua Tablets

Potable Aqua tablets are reliable and easy to use. They do deteriorate once exposed to light so keep your bottles tightly closed and discard any unused tablets at the end of your program. One small bottle of Potable Aqua contains 50 tablets that will treat 50 quarts of warmish water.

MANAGING WATER IN CAMP

Water Containers

Clearly mark your water containers "drinking" and "non-drinking." Don't put unpurified water in the drinking containers. If you use a gravity system for purifying your water, you'll need a third type of jug, "pre-filtered," to be used for no other purpose than to be hung up to filter.

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 mule) or if you will be using bleach 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.

Always be thinking ahead about water on hand. Do not wait until all of your containers are empty before collecting and filtering more. This is no fun to do at 5am because you need water for breakfast.

Dry Camps

If you will have a dry camp, plan on water consumption for drinking, cooking, dishes and a rare sponge-bath at roughly:

*2.5 gallons per person per day OR

* 220 gallons for 8 people for an 11 day hitch, 150 gallons will do if there is other water available for dishes and bathing.

If your water will be packed 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.

Encouraging Water Consumption

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

- 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 crew members to drink before they become thirsty – maintain rather than work to catch up. Play games if that is what it takes to get your crew to drink enough.
- Sharing water bottles is a **bad idea**. Do not let this become a practice on your crew. Sharing bottles facilitates an easy transfer of illness through the entire crew; also, it is difficult to judge how much water someone has drunk when people are sharing bottles. Large jugs of water at the work site to supplement personal water bottles is a great idea; insist that it is used to refill personal bottles rather than allowing any one to drink directly from it.
- 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!
- Hyponatremia is an electrolyte disorder caused by an imbalance of water to salt in body fluids. Although rare, it can be caused by excessive water intake or extreme sodium loss through sweating. It can happen after several hours of strenuous physical activity in extreme heat coupled with drinking nothing but water. Encourage your crew to drink plenty, but keep in mind that

food intake should be regular as well even when members' appetites are down due to hot weather. Drinking lemonade or eating a small snack like pretzels every couple of hours are effective ways to prevent hyponatremia.

- 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!
- Energy drinks such as Red bull or Rock Star should not be allowed on hitch. These drinks can cause adverse side-effects and dehydration.

Chapter 5 - Managing Crew Dynamics

Participants come to SCC programs excited to meet new people, to see a different part of the country, and to rise to new challenges. Their natural exuberance and spontaneity is the foundation for building a close group atmosphere based on trust, respect and open communication. A cooperative community based on these principles is a life changing, profound experience for everyone.

The following chapter is a mix of theory and practical ideas. You will find useful insight and guidance to leadership, leading young people including how to be an ally, building relationships with them, tips for listening and how to handle some of the more commonly discussed issues. Also addressed are specific problems that can be disruptive to congenial group dynamics or which may require you to send a participant home.

Any leader will lead smarter if they understand themselves, the group they are leading, and the factors that make groups go well. Take time to read this chapter before you go in the field and again sometime during the middle of your program.

LEADERSHIP PRINCIPLES

For the coming months, you are essentially in charge of making things go well for everyone, including yourself. Taking charge of a group and ensuring its success is the one of the most challenging and satisfying human endeavors. Of all the leadership principles and concepts there are to learn, two are particularly pivotal – modeling and listening.

Modeling is the most basic, fundamental way of leading: “What you do speaks so loudly to me that I cannot hear what you say.” Crewmembers will be sensitive to what you say and how you say it, but even more so to what you do. They may not always seem to be paying attention or they may blatantly act as if they are ignoring you but they do not miss a thing. You are a model for each and every one of them. If you want your crewmembers to be cooperative, honest, respectful, and candid then you must model the same. This true even when your attitude is a bit “off,” sucking it up and putting a smile on your face will save you from dealing with your own infection of the crew with your same attitude.

Listening is the basic form of demonstrating equality and respect. Nothing speaks more respectfully than simply listening - attentively, without interruption and with relaxed delight. Tuning your listening skills and helping your participants to tune theirs will greatly increase the level of safety and satisfaction for everyone.

Leadership is a natural human quality, not the special talent of a chosen few. Remember that every person is capable of becoming a leader. The skills of rational, successful leading can be taught, learned, mastered and practiced. One aspect of leadership is being present in people’s lives as a reminder of who they are and of what is possible. Finally, it is not your job to think for the group. A leader should elicit the thoughts and ideas from all members of the group, fill in any gaps, organize the thinking into a consistent form and communicate it well enough back to the group to secure their agreement and commitment to it.

Whatever your style of leadership, you must first and foremost ensure the well being of your participants. This means thinking and acting with integrity in every situation and not abdicating your ultimate responsibility. All effective leadership styles will necessitate that you:

- Clearly communicate your expectations regarding each situation and event that is going to occur.
- Establish ground rules ahead of time and insist on their being followed.
- Retain the right of absolute veto for yourself and your co-leader at all times.
- Read the Group Dynamics section at the end of this chapter to learn how to make these keystones of leadership inclusive for your whole group. The above guidance does not mean that you have to lead as a dictator, however experience shows that mishaps and near misses on SCC programs sometimes occur because the Crew Leader was unwilling to assert him/herself as the leader of the crew. Do not let your desire to function as a member of the crew, instead of its director, allow you to lose control of the group or be persuaded into making unwise decisions. If you have to play the tough guy now and then, do it. Don’t let your own self-esteem depend on whether your crew always likes you.

Be Good to Yourself

Your crew is not more precious than you, nor are you more precious than them. Be a model of how to take care of yourself. Getting burned out mid-program is a distinct possibility, especially if you are a solo Crew Leader. Be pro-active about getting the downtime, rest and silliness that you need to keep leading with presence and clarity. Here are some strategies you can employ to maintain your own well being:

- Give yourself time to be alone on a regular basis. Spend some time reading, writing, or staring at the view.
- Don’t get too worked up over little things.

- Everyone makes mistakes. Don't beat yourself up over them, just learn the lesson and move forward.
- Work at feeling comfortable expressing your feelings, too. The crew needs to know where you are coming from, and you need to let things out just as they do. Your job is extremely demanding physically and emotionally. You wear many hats at once: leader, entertainer, friend and comrade. Talk honestly to the group about how tricky this balancing act can sometimes be. Ask for their cooperation and support - you may just get it!
- Just as you praise them for doing things well, let them know when they've done something that impacts the group. Gather the group to talk about what needs improvement and what they see that needs changing. Figure out ways to keep the same situation from recurring.
- Don't carry the weight of the whole world on your shoulders. Take advantage of other staff who visit to talk with them about what your experience is like. Let yourself vent a little if you need to.
- Recognize and accept that you make mistakes. Delight in them and apologize when necessary.
- Laugh. At yourself, with your crew; often and hard.
- Know that you are making an impact, even if you can't see it and they are not telling you.
- Trust yourself and your thinking.

LEADING YOUNG PEOPLE

(For Community Corps Leaders or Leaders of younger crews)

You have been chosen as an SCC Crew Leader in part because of your excitement, experience and commitment to leading young people. The kind of leader you are is affected by many things: the way that you were treated as a young person, the role models you had growing up, your life experiences and the quality of information you received about leading and young people. Remember back to when you were 16 years old? How did you feel about yourself? What adults were particularly important to you or did you especially admire at that time? Why? What was it about how they treated you that you liked then? Do your own thinking about each situation you encounter and decide to act as their most beloved ally – this is the kind of leadership that young people want.

Understanding teenagers' current situation is vital in leading them effectively. Young people are up against their own personal hurdles as well as the pitfalls that come from society at large. These social pitfalls are the ones that are a continual struggle for all of us - racism, sexism and income-based bias. In addition to these challenges, young people are up against a whole set of harmful attitudes, ideas and behavior that systematically misrepresent and dismiss young people.

By the time a person reaches the age of 16 or 17, they have grappled with this for years. It is not new to them. Every teenager has had years to internalize the messages that they are not good enough, or valuable, or important. This may come out in how they treat each other or how they feel about themselves. You cannot undo all harm, but you can think outside of the social box and act with integrity toward every young person and remind them to treat each other with respect. You are becoming their ally - someone who will stand up against the attitudes of society and think well about them. See the section below on building relationships for some ideas on leading with this perspective.

LEADING PEERS

There are certain subtle advantages when leading youth that you do not have when leading peers – age, maturity, experience, size – none of these things do you much good in leading people who may be older, more knowledgeable, and maybe even more experienced in leadership than you. In leading peers two characteristics outweigh all others for success: Respect and Trust. Gaining respect and trust is not done instantly. It requires time, close attention to all you do and say, and constant tending once achieved. Here are a couple suggestions:

- Professionalism – Approaching your position with integrity, respecting the organizational policies and procedures, and making it understood that you have responsibilities to more than just your crew members – to the organization, the project, and the project partners.
- Clear and open communication – Knowledge may be power, but withholding knowledge erodes trust and respect.
- Not “putting on airs” – acting superior does not get you anywhere, especially with people in their 20s (as you well know), humbleness and sincerity helps invest people in your actions.
- Confidence and responsibility to your role – Decisions need to be made and they are not always easy ones, but respect comes from stepping forward and fulfilling the responsibilities of your role even if there is not full agreement in the decision made.

The one big approach to be avoided is making “being their friend” a priority. There is not anything inherently wrong with gaining the friendship of your crew, it just rarely translates to trust and respect for you as a leader. When crunch-time comes you will have much more success because you are a respected leader than because you are “cool.”

BUILDING RELATIONSHIPS

As the leader, you will constantly be paying attention to the big picture and simultaneously building one-on-one relationships. These are the foundation of your program. People will make changes, think bigger and participate more fully when they can tell that someone cares about them. Strong, respectful relationships with each other give the sense of safety and confidence needed to transform their lives.

Day by day, as you are able to connect with each person you will transform your group of individuals into a cohesive, functioning team. Work projects will go faster, chores will go more smoothly, play will be spontaneous, and your program will be the success you want it to be. In addition, these very same relationships will enrich your life tremendously.

Below is a list to read over and over again – choose one or two things to think about and practice at any given time. Give yourself space to learn how to use this particular set of tools.

BEING AN EFFECTIVE ALLY

- ✓ Be yourself and show yourself.
- ✓ Play and laugh a lot.
- ✓ Be aware of unintentional stereotyping of any people.
- ✓ Avoid making generalizations about people.
- ✓ Crewmembers often know what is best in many situations.
- ✓ Don't be afraid to ask them for advice.
- ✓ Care openly - let people know you appreciate them and their efforts.
- ✓ Allow people to feel discouraged.
- ✓ Hold back your cynicism, sarcasm, and hopelessness about the world.
- ✓ Work for an environment that is free of negativity, put downs, excessive teasing and vulgarity.
- ✓ Pay attention to daily comforts: food, rest, play, etc.
- ✓ Be encouraging.
- ✓ Validate their ideas and thinking as much as possible.
- ✓ Always speak with respect in your voice.
- ✓ Insist that they take care of themselves.
- ✓ Let them have their own lives, recognize and encourage those lives to be different than yours.
- ✓ Separate your issues from their issues.
- ✓ Make mistakes, it shows you are really trying.
- ✓ Set aside time to get to know each person individually.

LISTENING

Within all the parameters discussed above, you will be giving your crewmembers lots of room to grow and open up. You can delight in watching them learn new skills, expanding their own self-confidence and getting close to one another. You will also find you have a difficult balancing act to perform: to guide and protect them while giving them room to explore and make independent decisions. Some strategies to manage this are covered in the section Group Dynamics. Other ways to keep the doors open and how to be available are discussed below.

Once you have fostered an emotionally safe environment where your crew feels comfortable talking to you, they will bring complex issues to you directly or to group conversations. These could range from sex and sexuality to child abuse and drugs. How these conversations unfold will be determined largely by the tone you have set and the attitudes you have displayed. If you feel centered about where you are coming from, you can help participants explore their own ideas or feelings. If you feel uncomfortable with particular topics, keep the conversation light and short. Correct information is important but imposing your beliefs is not useful to them and not allowed by SCC. Much of the time, you will simply need to listen.

You may want to set aside a time to talk about things in several ways: informal chats after meals, with individuals while you are working or cooking, sitting away from the group and making yourself available. Group discussions could be a "town-meeting", morning check-in, or informal campfire talks that are facilitated to give everyone a chance to vent negative feelings, to give positive feedback or to solve problems. You may also use these times as a chance to do your "wellness check," asking how everybody is feeling, physically and mentally.

Effective Listening (Counseling) Skills

Everyone can benefit from being listened to well. There is no greater satisfaction than watching someone's life turn around or go forward because of your support. This is counseling in its simplest and finest form. Listed below are some basic listening dos and don'ts. Teach and practice these skills with your participants so they can listen to each other and to you as well.

Do:

- Listen with respect.
- Set up a space that is relatively private where you can both be comfortable.
- Sound, act and be pleased with the person talking.
- Encourage them to keep talking.
- Ask just enough questions to keep the person engaged in the issue.
- Honor confidentiality unless there is some disclosure about abuse.
- If they begin to cry or tremble, stay relaxed and tell them it is fine to show their feelings. This is actually part of the process of healing past hurts.

Don't :

- Interrupt or give your opinion.
- Give advice unless the person asks.
- Say "that reminds me of..." and tell your story.

MANAGING GROUP DYNAMICS

Cohesion, teamwork, empowerment, personal growth and leadership are all attributes of successful SCC crews. But how do leaders foster these ideals in their crews? Successful leaders understand group dynamics, and build their community by empowering participants to take ownership and become leaders with in the team. They understand team structure and the stages teams progress through. They have learned to ensure positive group building. They have thought about what can both hinder and enable group success. They have strategies for avoiding conflict. Successful leaders have identified their role as the leader far before their first meeting with the group.

Stages of Team Building

Forming, Storming, Norming, Performing and Adjourning are the five stages of group development. Most groups fall into these stages during their progression through the experience. They do not necessarily always follow in this order. Your team can form, norm, storm, norm, storm, perform, etc.

- **Forming:** This is the group's honeymoon stage. Members tend to be more shy and reserved. They sit back and try to figure out the tone of the group and where they fit in. With SCC, this stage of development begins as you first communicate with your crewmembers. This forming continues as your group meets on the first day, at the work site and as you begin your first week.
- **Storming:** Storming is when the members challenge each other and you as a leader, and this begins when they feel comfortable in the group. Feelings that have surfaced are now looking for a place to be expressed. Most of these feelings will likely stem from cultural/racial tensions, insecurities/fears, homesickness, personality, poor communication, and remembrances of past experiences. While it can be a trying stage for leaders, it is one of the most valuable for the team. Storming expands the growth potential of your crew exponentially.
- **Norming:** This stage comes when your crew has settled in to an understanding about how you all function as a team. They acknowledge the group's process of decision-making and conflict resolution. This is a time of relative peace and harmony.
- **Performing:** This is the stage all leaders strive for and hope will last! This is when your team goes beyond getting along. They've accepted leadership roles, have excelled, and are growing as a group. They've started to click, and now they're working like a well-oiled machine.
- **Adjourning:** This is when the program is coming to an end. Bringing closure and allowing for debriefing in terms of wrapping up the experience up for both the participants and you is important.

These stages describe the normal growth process for teams. Remembering these stages will help you understand the daily trials and tribulations as your group grows. You'll hopefully remember that the aches and pains, as well as the exhilarating high points, are common to all growing groups.

STRATEGIES FOR FACILITATING THE FIVE STAGES

Here are some basic guidelines for navigation through the stages of group cohesion.

Forming

- Set the tone and give the group structure.
- Set clear boundaries.
- State your expectations of them as individuals and as part of the group.
- Include SCC policies.
- Include everyone in the goal setting process.
- Set personal and group goals.
- Model ideals of team (open communication, concern for safety, celebration of diversity).
- Play ice-breaker games to break walls.
- Give group initiatives to encourage teamwork.
- Introduce consensus building decision making when appropriate.
- Encourage them to take leadership and responsibility in the group.
- Discuss fears openly. No fears of the unknown are unreasonable.

Storming

- Crisis is an opportunity for you to teach, make connections and model leadership.
- Framed right, conflict becomes something to embrace and work through.
- Allow for venting of negative feelings as well as solicit positive feedback.
- Anticipate potential problems and conflicts in your group. Strategize how you might handle blow-ups before they happen.
- Don't let your fear of being controlling or being a "bad guy" to allow a hurtful situation to continue. There are certain situations in which you must take a firm stance, including (but not limited to) interrupting oppressive jokes, racism, foul language and sexual harassment.
- Involve your team in using conflict resolution techniques that are solution oriented, as opposed to blaming someone.

Norming

- Although this is a time of peace, your group is still not functioning at their potential.
- Celebrate their accomplishments, but challenge your crew, as a group and individually.
- Find the spark that will ignite them.
- Push leadership in each participant and expand comfort zones.
- Engage them in group initiatives; identify places in their teamwork that need refinement.
- Work through problems to make group stronger.
- Explore new topics and areas of interest.

Performing

- Step back and let them take the lead.
- Support and encourage them.
- Enjoy the growth that you have fostered in your team.
- Continue to find ways to challenge their thinking and grow their sense of camaraderie.
(Notice the decline in suggestions in this section. There is less for you to actively do as the leader now. Do anticipate however, that the dynamics could change at any moment.)

Adjourning

Celebrating your program and saying farewells to each other are important steps of closure for teams. Use your creativity to figure out best how your team needs to say good-bye and appreciate each other. Allow participants to recognize their feelings of sorrow and loss at the end of the program, and don't forget that you will feel these things too. Help them to notice all that has happened and finalize your accomplishments with some sort of ritual or closure. Here are a few ideas:

- Make a ceremony of your last meeting, last night under the stars or last work day.
- Have everyone write a memory they want to remember, gather their stories, and at a later time, copy and send these to them.
- Have everyone write a letter to themselves (or others) to be sent later. Remember to send these!
- Do some final journal entries in the crew journal – remind everyone that they each will get a copy.
- Bring fabric markers to decorate shirts.
- Bring other arts and crafts supplies (macramé, beading, etc.) that you can bring along to encourage creativity and make small gifts for each other. Choose names out of a hat to have each person to make a gift for another.

INCLUSIVE GROUP FACILITATING STRATEGIES

Consensus Building

Using the consensus building technique of making decisions is a basic step in empowering participants within the group. This inclusive model shows participants that their individual voice is important. You can start consensus-based decision making during your first meeting together, modeling how you expect the group to function for the duration of the program. Be sure that the participants understand the structure and confines of your group decision making process.

- At the beginning of the program, discuss which program decisions participants will have a say in, and which decisions are already set.
- Set operating procedures for group decision making.
- Take turns speaking, and listen with respect.
- Ensure active listening by all members if people are being forgotten. As the group grows into the model, your participation will be needed less and less.
- Intervene only to facilitate the process and ensure safety as the group makes decisions.

Encouraging Leadership

Empowering participants to take active leadership roles is an effective way of making each member feel integral to the team. Begin encouraging participants to accept more responsibility early on. Make them central to your decision making process and in charge. Let them see how they are essential to the group. (At the same time, retain your leadership position by making it clear that you have the final call. You draw the bottom line.)

- Begin with structure. This limits the unknowns and enhances the feeling of safety.
- Encourage consensus building decision making as your program develops.
- Have high expectations for work and behavior.
- Take young people seriously; insist that they take themselves and each other seriously too.
- Have young people talk first at meetings. Save your opinions for last.
- Have participants identify tasks and assume them.
- Ask for suggestions on improving project and camp situations.
- Be aware of gender dynamics and encourage active participation from everyone.

Community Building

The community that you and your crew build will greatly influence the quality of your crew's season. Part of the growth experience is learning to live in a community as a contributing member. It is up to you to mold the foundation for this, and up to them to build upon that. This should be a community in which all members are safe, both physically and emotionally. Work for an environment that is free of negativity, put downs, excessive teasing and vulgarity.

- Set your expectations in the beginning.
- Conduct regular wellness checks.
- Respect the need for quiet time; foster this understanding in your group.
- Allow for and celebrate individuality and diversity.
- Explore the pulls of individual needs and interests vs. group needs and interests with your group. Develop a plan to provide for both.
- Discuss what compromise means to members - individually and as a group.
- Have a library, games, activities, etc. to engage your crew in fun activities together.

VISITORS

Friends and Agency Personnel

Having people from outside the group visit camp for long periods of time can disrupt the close group dynamics that develop on SCC programs. Friends or relatives of the Crew Leaders and members may visit the camp only with the expressed permission of a Program Director. Agency personnel who may adopt your group and/or make frequent, unannounced visits should be asked to schedule their visits and you should remind them of your non-work goals for your crew. If you feel uneasy about any guest, do not allow them to spend the night in your camp and inform the program support staff.

All friends and guests are expected to abide by SCC's policies as outlined in Chapter 2.

Guest Speakers

The above injunction should in no way make you wary of inviting guest speakers to visit your camp. Having good speakers can be the highlight of an environmental education program. Some crew leaders prefer to limit the number of speakers to three or four for group dynamics reasons, but others welcome any and all guests who can contribute to the group's educational experience.

CONFLICT

While conflict can be a catalyst for individual or group growth, it can be challenging to a leader and on some level to everyone else. Before your program, think about how you deal with conflict. Do you avoid, smooth over, compromise, force, or collaborate? Do these strategies work on all, or only during some, circumstances? How you handle conflict is part of your leadership style. Like all of leadership theory, practice improves your ability to handle situations that are emotionally packed. Here are a few basic reminders:

- Take a step back.
- Really listen.
- Try to identify the problems under the surface.
- Be impartial.
- Reframe.

SCC's conflict resolution process is to help staff and participants resolve concerns about unfair treatment or dissatisfaction that is related to work or the program. We strongly encourage all crewmembers to follow the steps below:

1. Talk directly to the person you are in conflict with or discuss it during a crew meeting. If this is not effective proceed to step number two.
2. Use a Crew Leader or one of the program staff to act as a mediator. If this is not effective go to step number three.
3. Schedule an appointment to discuss the matter with the Recruiting Coordinator or Program Director. Call in from the field if necessary.

Teach these above reminders to your participants and review the steps with them. Get the parties to see how solving the conflict is inevitably beneficial to them and the group, and get them to commit to solving it. Some of the issues that cause conflict within crews that SCC insists Crew Leaders step in to immediately resolve include sexual harassment, gender inequality, safety (of self and others) and any form of racism.

DISCIPLINE

Sometimes policy violations or disruptive behavior calls for individual disciplinary actions. Although there are formal procedures to deal with these situations below, the following elements of good discipline will help you be effective:

Act Fairly:

- Familiarize yourself and your crewmembers with all SCC policies, rules and disciplinary procedures.
- Make sure the incident or behavior warrants discipline under the policy.
- Check that the member knew and understood the rule that was violated.
- Find out if there were any circumstances beyond the crewmember's control that affected what they did.
- Determine if the member knew and understood the penalties for policy violation.
- Make the discipline match the offence; don't treat minor infractions the same as serious ones.

Act Consistently:

- Discipline the same or similar violations the same way.
- Be sure you're not coming down especially hard on a crewmember because of personal dislike or other problems.
- Be sure you're not looking the other way on violations committed by other crewmembers you like or who are especially important to your group.

Act Legally:

- Act promptly after a violation occurs, even if you're just giving a verbal warning.
- Be sure to follow the steps of progressive discipline.
- Document what the rules violation was, when it happened, and what disciplinary action was taken and when.
- Check that disciplinary action was fair and consistent in terms of what has happened with other crewmembers.
- Ask whether a reasonable person could interpret this discipline as retaliation for exercising legal rights.
- Ask whether a reasonable person could interpret this discipline as discriminatory.
- Ask whether a reasonable person would feel that the "punishment" fit the "crime."

Disciplinary Action Procedures

Southwest Conservation Corps philosophy is to modify inappropriate behavior through a developmental learning process. When action is necessary it will be guided by a series of formal progressive steps. However, at any time program support or Crew Leaders may accelerate the process based on the action of the individual. Infraction of the SCC Code of Conduct will usually result in immediate termination. Any disciplinary action procedures that are implemented should be documented appropriately.

- 1) Informal verbal warning (documented in the Daily Log)
- 2) Formal Verbal Warning (also documented in the daily log)
- 3) Performance Improvement Contract (must also result in the completion of an Incident Report Form – IRF)
- 4) Suspension from work without pay
- 5) Termination

Performance Improvement Contracts (aka Disciplinary Action Form)

Documentation is very important when managing discipline. It helps clarify expectations, maintains transparency and guides the process in a more objective way. SCC uses a performance improvement contract for this documentation. As a leader you are trying to achieve several things through this contract:

1. Re-state the specific expectations the organization has for crewmembers
2. Document how the member has not met these expectations
3. Specify what changes the member needs to make to meet the expectations
4. Outline the consequences for not meeting these expectations

As a contract, this is a shared and open process between crew leader and crew member. Anytime a performance improvement contract is completed it should be accompanied by an incident report form (IRF) as outlined in chapter 10.

Dismissing a participant

Once in a while you may get a participant who needs more attention and resources than you and your co-leader can reasonably provide. Their behavior may be simply unsafe to themselves or the group or too disruptive.

Any of the below situations represent sufficient cause to dismiss a crewmember:

- Failure to abide by SCC policies or camp rules.
- Consistently unsafe behavior at work or camp.
- Unsociable behavior that severely disrupts congenial group living or endangers any crewmember.
- Fervent desire to go home.
- Infectious or debilitating illness.

Generally, Crew Leaders tend to try too hard and long before dismissing a participant. Their resistance to “giving up on somebody” is well intentioned but sometimes misguided. You just cannot win all the hard cases all the time. Always remember to weigh the benefit of focusing time and energy on one crewmember against the harm done by neglecting the remaining crewmembers. Writing down the daily little things help to keep perspective for yourself and your co-leader. Should you dismiss a crewmember, be sure to document the situation including any supporting material (journal entries, feedback from participants, etc.).

Termination of a crewmember should include the following steps:

1. Inform the SCC program support staff or person-on-call.
2. Tell the crewmember what you have decided and why. Be honest in explaining what brought you to this decision. Assuming you have allowed them ample opportunity to clean up their act, make it clear that you are no longer negotiating.
3. Tell the group that you have dismissed the crewmember and why. Give them a chance to say goodbye, unless the member leaving will not create a safe situation.
4. If a crewmember is a minor contact the parents and arrange for a pick-up. If they cannot pick up the crewmember, arrangements for SCC staff to pick them up and return them to the office can be made at a cost of \$.48/mile to the crewmember. Minors must be picked-up by their parents from the SCC office or the worksite. If the crewmember is over the age of 18 they may go on their own. Terminated Crew Leaders are also subject to the \$.48/mile cost of transportation if an SCC staff member has to make an unplanned visit to the field to remove the staff member.
5. Have crewmember complete all exit paperwork.
6. Make sure all SCC equipment, uniforms, and gear are returned.
7. Timesheets must be faxed or delivered to SCC within 24 hours.
8. Once you are all back together (minus one) gather the group to talk about how they feel about their departure, or ask any questions. You will likely have a few days of feeling off balance, before the group finds its new equilibrium.

Chapter 6 - Crewmember Development and Education

CORPSMEMBER COMPETENCIES

The SCC Corpsmember competency list is a comprehensive set of soft skills, hard skills and organizational knowledge that is applicable to any SCC program. These competencies are skills, interpersonal interactions and knowledge inherently developed in an SCC program.

Crew Leaders should review this list with their members at the beginning of the program so that they may constantly reflect upon their own growth and development in these areas. All Corpsmembers are evaluated based on this set of competencies, once during the middle and once at the end of the program,

Professional

- Demonstrates strong work ethic
- Shows pride in work
- Demonstrates interest in work
- Maintains professional demeanor with crew and partners
- Shows up for work on time
- Maintains appropriate professional boundaries
- Wears appropriate uniform
- Uses appropriate language
- Shows respect for other CM's, CL's and staff

Organization and Safety

- Understands and follows SCC policies and procedures (vehicle, risk management, camp, etc.)
- Identifies strength and weaknesses of organization
- Demonstrates good judgment
- Is conscious of personal hygiene
- Wears appropriate PPE
- Works in safe manner around others

Communications and Community

- Is willing to receive and incorporate feedback
- Gives feedback in constructive manner
- Seeks feedback, shows capacity for self-reflection
- Resilience and adaptability
- Shows empathy towards others
- CM's builds trust within the crew
- Participates in all crew activities
- Is able to engage others

Leadership

- CL's & CM's. Identifies issues and solutions
- Understands verbal and non-verbal cues
- Takes leadership role
- Promotes health and safety of crew
- Sets goals and follows through

Education

- Demonstrates understanding of, and respect for, service learning
- Understands LNT principles
- Understands public land management agencies
- Knows basic information about local ecosystems
- Looks for educational opportunities
- Willing participant in educational activities

EDUCATION APPROACHES

Providing a strong education program is one of SCC's goals. In the backcountry, many of the most powerful lessons will come simply from living and working in remote areas for four or five weeks. In the front country and urban settings, much more formal opportunities to visit museums, interpretive centers and other facilities abound. Regardless of where your crew is located, make your environmental education program an integral and daily part of your program. Encourage the crew members to look around them, to notice things, to question and to pursue their own interests.

In addition to the natural learning that inevitably occurs; we encourage you to plan and implement a more formalized environmental education curriculum. Each region in SCC has developed resources, lesson plans and curriculums to guide you in this. Prepare in advance for this component of your program by setting goals for yourself outlining those subjects or issues you want to cover in depth. Bring the resource materials you need to achieve those goals: field guides, materials or props for games, inspirational readings and so on. Study up to familiarize yourself with the natural history and relevant cultural resources of the

area you will be working in if you are not already familiar with it. Don't rely solely on your ability to capitalize on spur of the moment inspirations during the program. You and your crew will appreciate the benefits of integrating education into the days plan.

Your particular education program can comprise a vast array of subjects and topics; start with topics you are well versed in or at least have an interest in and then expand into other topics as you see fit. These topics can range from learning to identify plants and animals, discussing natural resource and other environmental issues, examining issues of environmental justice, to perfecting outdoor living skills. The methods you use to teach these subjects will range from informal discussions prompted by the "teachable moment," or games that illustrate relations in the natural world, to presentations by guest speakers. We expect crew leaders to present a spectrum of ideas and opinions (not just their own!), and allow the crew members to reach their own conclusions from the wealth of facts presented.

You will quickly figure out that simply completing an SCC Crew is a major lesson in education. Dealing with limited resources such as food, water, and energy; dealing directly with the waste that we create; simply seeing, perhaps for the first time, how much impact humans have directly on the land makes a point. If these are the only lessons that participants bring home with them, you have succeeded as an educator; but being out there on your program, you will find a rich bounty of opportunity to teach more. Always encourage students to think of ways they will apply their new knowledge and skills in their own lives and communities once the Crew experience is over.

Guest Speakers

A significant option open to you for presenting educational information to your crew is to invite outside speakers. You should try to arrange with your agency coordinator to meet with historians, biologists, resource management specialists or ecologists (your choices may be more limited at smaller or more remote areas). Also ask your coordinator about any local "old timers" and conservation organizations that might lead to hooking up with guest speakers who would be willing to visit with your crew. (With all the responsibilities you have managing the program, it is always nice to have someone else do the talking for a change).

Consider the topics you would like your speakers to cover. They may include:

- Different methods and philosophies for managing resources, particularly the difference between the Forest Service and the Park Service, the Bureau of Land Management and the Fish and Wildlife Service.
- Current environmental issues (air or water pollution, population growth, etc.), particularly emphasizing conservation practices the members can adopt at programs end.
- The type of conservation jobs that are available, both on a career basis and as summer jobs and how to apply for them.
- Particular attractions of the area and local history. Locals, old-timers, storytellers, and residents involved in logging, fishing, mining etc. are great visitors and give a broader perspective to the area the crew members are visiting.
- Natural history topics such as flower identifications, regional geology or wildlife management.

Teachable Moments

You planned ahead, and you made sure to have all supplies on hand, and then... you notice that half of your crew is captivated by the lone hawk soaring over your heads. Be flexible with your plans and work to capture the moment by encouraging everyone to stop and observe. Break out the field guide and identify the hawk. Figure out what its prey are, and what clues its behavior might be offering. Ask open ended questions to get conversation going. Then enjoy how well you mastered this teachable moment.

Whether you have guest speakers planned or not, you should take advantage of those inevitable "teachable moments" to reinforce ideas you want to communicate to your participants. Whether it is a culinary disaster in the kitchen, a beautiful night sky, a charismatic mega-fauna sighting, or the life you discover under the log you thought was going to be a sill for your turnpike, it can be more powerful to let your environment lead the lesson. Be flexible and most of all, be ready.

Also, as referenced above, many of the basic chores you will be assigning the crew to keep your base-camp running offer a diverse number of opportunities for environmental education. Leave No Trace camping skills should become routine and automatic. Managing the purification and storage of drinking water are both necessities for survival, and a powerful juxtaposition to examine our society's use of water. And the examples go on...

EDUCATION RESOURCES, CURRICULUMS, ETC.

Refer to the specific materials and guidance provided by your regional program support staff.

Chapter 7- Risk Management

RISK ASSESSMENT AND MANAGEMENT

Without a doubt, your number one priority in the management of your Crew is the safety and well being of all members of the group. While safety must be the concern of participants and crew leaders alike, you are ultimately responsible for making sure that safe working and living conditions prevail throughout your program. SCC has an excellent safety record, primarily because of the alertness and care of our crew leaders. Recognizing unsafe conditions and anticipating potential trouble are skills that you must hone and use with conscious effort and commitment. Managing difficulties that do occur requires knowing the capabilities and limitations of both leaders and members. The remote location of some SCC crews magnifies the seriousness of any accident.

The best way of managing accidents, illness or incidents in the field is to prevent them from happening in the first place. You can do much to avoid dangerous situations and prevent accidents by developing a strong safety mindedness yourself and instilling good habits in your crew. Safety is one of the fundamental values of SCC and all of us should be working to develop a culture where it is fostered. We should also be instilling the principle that everyone should be proactive in identifying hazards and, assessing and mitigating risks. Anticipating potentially hazardous situations and discussing them with your crew will help prevent accidents and begin to prepare everyone to calmly manage emergencies if they do happen. Leaders should be open to crew member concerns regarding potentially unsafe practices both at work and around camp. Leaders should also be empowered to take appropriate action if they feel an agency partner is exposing the crew to risk that is potentially unmanageable.

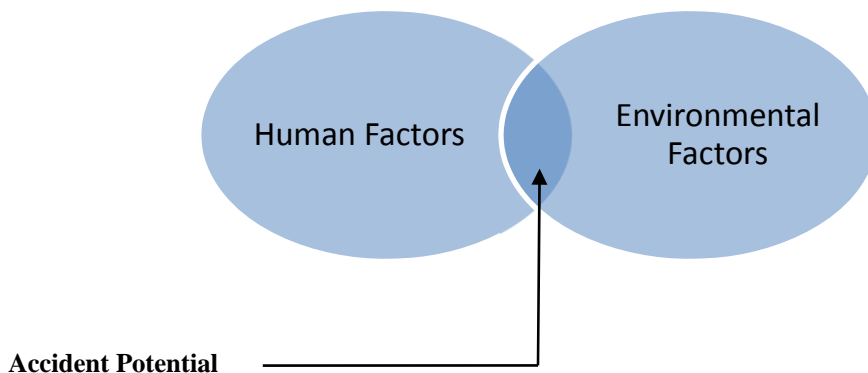
Anticipate and Prevent Accidents

By thinking through the consequences of circumstances and situations, you can train yourself to recognize potentially harmful situations, and thus avoid them. Every crew leader should go through the mental exercise of working out in advance the different kinds of accidents and mishaps that might occur during your program and what you would do in each instance. Discuss these scenarios and solutions with your co-crew leader and agree in advance upon a risk management program and how you will respond to emergencies. For this exercise focus on:

- Developing your ability to anticipate events.
- Identifying and eliminating the causes of accidents.
- Determining what you would do if you or your co-crew leader (or both of you) were hurt.
- Developing a safety plan to share with your participants that details what steps they should take if you are hurt. This is especially important if you are a solo crew leader.
- Researching and completing an emergency response plan.
- Familiarizing yourself with the medical history, general health, and stamina of each participant early in the program. Make note of participants who suffer from allergies.

The Accident Dynamic

SCC has used an approach to teach risk assessment skills that was developed by Alan Hale of the National Safety Network. In analyzing accidents, Hale determined that two different dynamics -- Environmental Factors and Human Factors -- intersect to create an area of potential for accidents. He has identified the zone where these two factors intersect as the area for Accident Potential, as the following illustration shows:



Human and Environmental Factors

Human factors consist of all the aspects of human behavior we bring to this environment when we venture out into it. The factors are too numerous to list completely, but they include stress, fatigue, health, preconceptions, ego, overconfidence, motivation, expectations, and lack of experience, leadership ability and decision-making ability. Environmental factors consist of all the aspects of the environment with which we have become familiar. The factors include temperature, lightning, animals, plants, rock, elevation, fire, water, visibility, wind and many more.

Since it's both our intent and desire to operate in various hazardous environments, and since risks are inherent to those environments, we cannot completely avoid risk. But what we can do is to develop our ability to predict and recognize where risk occurs, so that we can manage it to the best of our ability. Where the circles come together as indicated above is where we must put our energy and attention as crew leaders to prevent incidents, accidents, injuries and illnesses.

Minimizing Accident Potential

It is also not possible to separate the circles completely, of course, unless we remove the humans from the environment. Here are some critical tools you can use to manage the people in your crew and mitigate the risks associated with your work:

- **Rules.** SCC's policies are articulated throughout this handbook, representing a full spectrum of institutional experience. You are expected to enforce these policies, and it is important that both you and your crew understand the reasoning behind them, and their non-negotiable nature.
- **Communication.** You cannot be an effective leader unless you can communicate with your crew, co-leader and others involved in your program. This doesn't mean just the ability to articulate a specific statement or point, but also the observation skills necessary to perceive how or if your message has been received and understood. And, you must also model the behavior you are expecting of others.
- **Managing Unsafe Acts.** The mechanism that most often causes the collision between human and environmental factors resulting in an accident is the "unsafe act". These mechanisms include inappropriate role modeling, errors in planning, inadequate supervision, poor position or technique, or plain systems failure. Most of these examples are things that remain in our sphere of influence to control.
- **Proactive Planned Response.** Having a plan to rely on when accidents occur, despite the best intentions or skills.

Use this method of presentation for briefing your crew on safety issues. Empower members to analyze the human and environmental factors at work in any given situation, and enlist their aid in determining the method to keep the accident potential zone as reasonably small as possible.

FIRST AID CERTIFICATION

Another important step in managing risk on any SCC program is to make sure you have the skills and experience necessary to contain a situation involving an accident or illness from becoming a larger situation. Holding current first aid certification is a requirement for running an SCC program, whether you happen to be a new crew leader or have led 10 crews. You must gain required certification, or renew a present certification before your program begins.

- All Crew Leaders will at the minimum hold current Basic First Aid and CPR.
- Each Backcountry and Leadership Crew will have at least one Crew Leader preferably certified as a Wilderness First Responder or higher. One leader must have at least Wilderness First Aid.

FIRST AID KITS

If you need to employ your first aid training, the tool you will undoubtedly turn to first is the first aid kit(s) that SCC provides for each crew. The first aid kit contains the materials necessary to treat common medical problems in the field and to stabilize serious injuries until evacuation. Because time is often a critical element in the treatment of any patient, it is very important that you thoroughly familiarize yourself with the kit in advance of going into the field.

This kit should essentially go everywhere with you. Your kit must go to the work-site every day, remain in base camp when the crew is there and go on every excursion beyond camp.

In addition to the medical contents, the first aid kit is also the best place to store some critical paperwork you may need to access in the management of a medical emergency. This important paperwork includes:

- Participant/crew leader medical history forms, which includes their emergency contact information (sealed for confidentiality)
- Emergency Response Plan
- SOAP Notes
- Ball point pen and blank Incident Report Forms

Although the crew should also become familiar with the first aid kit, you should not allow crew members ready access to the kit for routine maintenance of minor illnesses or injuries. First, it is important that the crew leaders are monitoring seemingly simple medical situations to assure that these situations do not escalate. And second, the first aid kit could easily get disorganized and generally out of order enough to impact your ability to provide first aid response quickly in some circumstances.

SCC encourages you to have your participants bring their own personal comfort kits including items like sunscreen, lotions, lip balm, band-aids, and moleskins. It will be easier for them to utilize these items on their own, and will help reserve the main first aid kit to deal with more serious issues.

Each kit contains an inventory list. The crew leader (not Corps members) is responsible for recording what is used from the first aid kit resupplying the kit at the end of each hitch.

EMERGENCY RESPONSE PLAN

One of the most important tools for use in anticipating both the risks inherent in the program, and for preparing an appropriate response to situations that may arise, is the Emergency Response Plan. You will research, discuss with your crew and distribute it in the initial days of your crew. The preprinted form that SCC has developed will guide you in efficiently gathering the information you require. Having this plan prepared before or early into the hitch will enhance your ability to manage a challenging evacuation or other emergency. Also, by having this plan, your agency coordinator will understand all of the crews' needs and requirements, and all of your expectations of her/him and her/his agency's resources will be clearly stated and communicated. And finally, by SCC also having this plan in hand, you can be assured that the support SCC provides through the on-call system will be consistent and informed.

Completing the ERP

Although some of the information necessary to complete the ERP may be provided by program support staff, it is the Crew Leader's responsibility to verify the information and make sure all parts are complete. The ERP is available as an electronic form that can be easily filled out at a computer if desired. Be sure to verify phone numbers by calling them yourself and review all the information once you arrive at your project site for accuracy.

Discuss Agency Evacuation Procedures

Review with your coordinator the steps you will follow to get help and manage an evacuation. Identify who will be monitoring the radio during the day and night, and whom you should contact if you cannot reach anyone in your immediate area. Your coordinator should be able to explain the steps the agency follows once your "SOS" has been received. Find out who might be involved in a rescue, whether it may be local agency personnel, the sheriff or other law enforcement personnel, or other search and rescue teams.

Find out how your area handles evacuations. Given the location of your camp and work site, think about how rescuers will probably come in -- on foot, horseback, helicopter or vehicle? Will the choice of transport depend on the nature of the injury? If so, what kinds of injuries automatically justify using helicopters? Once you have notified the radio dispatcher of your problem and the nature of the injury, you need to understand who will decide what kind of evacuation is required.

If you have an emergency that requires a helicopter evacuation, you may have very little say in how and when things happen. This may make you feel out of control or helpless. However, simply knowing who is making decisions can be comforting, especially if you've had the chance to meet that person and develop a trust in her/him.

Locate Nearest Helicopter Landing Sites

If there is a possibility that they will evacuate by helicopter, locate the nearest helicopter landing area at both work and camp. Agree on these with your agency coordinator and mark them on a topographic map. This will help the agency give a helicopter pilot accurate direction to find you quickly.

Visit nearest Hospital/Clinic

Visit the hospital or clinic that you would use if you needed to get medical care for yourself or one of your crewmembers. If there is a possibility you might be driving, learn the fastest way there from the trailhead. Get the address and phone number of the emergency room. If your program will be running in poisonous snake country, ask if the clinic has the appropriate anti-venom treatments for the species of snakes you might encounter.

Procedures for distribution

1. One copy to your SCC supervisor
2. One copy to your agency field coordinator
3. One copy in the first aid kit
4. One copy in your vehicle
5. One copy with your other paperwork

SCREENING PARTICIPANT MEDICAL HISTORY

One of the most important pre-program tasks you will accomplish toward your goal of running a safe program for SCC this season will be screening each crewmember's medical information to assure that they are physically and mentally prepared for the rigors of the SCC experience. All reasonable attempts will be made to accommodate participants with diagnosed medical conditions. Certain conditions, such as asthma, heart condition, diabetes, severe allergies, and seizure disorders must be actively managed by participants before they are approved to be in the field. Such measures are necessary in order to ensure overall safety and well-being for the crew as a whole.

Please note the following requirements regarding medical histories for SCC activities:

1. SCC must have a completed medical history form and, each crew member and leader must be medically approved to participate in their program prior to the program going into the field.
2. Crew Leaders should be prepared to support and deal with all medical issues and needs of their crew – including making sure individuals have their correct medications and that allergies with their potential reactions are known and prepared for.
3. Although sorting through a potential participant's medical history may involve several staff members or phone calls to parents, all crew leaders and staff must do their utmost to preserve the confidentiality of the information contained within the medical form. At all times other than when medically needed these forms should be kept in a sealed envelope.
4. If you have any concern regarding a participant's medical assessment, contact your staff supervisor

CREATE A CULTURE OF SAFETY

Begin talking to the group about safety during the orientation meeting on the first day. Continue discussing safety throughout the program. Initially, you must assume that participants know nothing about how to identify hazards and, assesses and mitigate risks on an SCC program.

1. Start off any new activity with a safety discussion. Utilize the training you have received in hazard recognition and risk mitigation from SCC to communicate effectively with your crew. Solicit input from participants. The next section describes the daily safety briefing you are required to carry out while on the project.
2. Teach your members to be aware of their personal safety and to look out for each other's safety. Encourage them to feel personally responsible for the crew's safety record. Reward them for their good efforts.
3. Teach your crew first aid principles and procedures through presentations and simulated practice sessions. Discuss what you all would do for each injury or accident if it happened. Also teach them how to use the radio, cellular phone, or other communication device you have assigned to your program.
4. Ask them if anyone has ever witnessed a serious accident and emergency medical response. Discuss how much more difficult it would be to get such medical attention in your program's unique situation – whether it is in the backcountry or urban environment.
5. Encourage the crew to participate actively in all discussions and formal demonstrations. Make sure everyone knows where the first aid kit is and what is in it.
6. Teach them to pay particular attention to safety during recreation and free time periods. Avoid playing rough high-speed games like tackle football.

Having these discussions early and often serves two purposes. First, you convey important information that may prevent an accident. Second, by emphasizing that each crewmember's knowledge is vital to overall safety, you impress upon them that each one must play an active role in risk management. They should not be allowed to remain passive about safety or to assume that it is solely the responsibility of the crew leader(s).

Crew leaders employ a variety of tactics to instill safety consciousness in their crews. You should have a number of techniques in your bag of tricks to pull out as necessary:

- Appointing a “safety officer” of the day. The officer's duties may include carrying the first aid kit, reminding crew members of safe working distances/stances, checking for hard hats, doing the vehicle check, etc.
- Having a daily stretch and safety circle.
- Simulating accidents and having practice sessions.
- Having the members make presentations on various safety and first aid topics.

Enforce Safety Policies

You will need to consider the fact that you must enforce SCC policies during your program, as well as other policies you will develop that are unique to either your leadership style, or the environment you are in. Each crew leader's "camp rules" will differ, responding to the realities of each program. You should appropriately model these policies and rules to set the tone for your group. Whatever rules you decide to make, you need to enforce them consistently and without exception. Follow these rules yourself. An inconsistent approach confuses and frustrates participants. Motivation suffers when policies are followed only when it is expedient to do so.

A participant's repeated failure to observe established safety procedures should be considered a serious infraction of the camp rules. In this case you need to take assertive measures to bring things into line. You must be firm in letting the crew know that flagrant disregard for camp rules are grounds for being dismissed. Also remember that SCC policies for ensuring the emotional safety of your participants are equally important.

SCC Safety Policy for All Crews

Refer to Chapter 2 for crew safety policies.

DAILY SAFETY CIRCLES AND SAFETY ANALYSES

Stretch and Safety Circle

Each morning it is required of every crew to have a stretch and safety circle before work begins. There are various approaches to this and you are free to add some creativity. The essentials are that each member warms up their muscles and stretches, and that a safety discussion takes place. The safety discussion needs to be recorded on the *Daily Safety Briefing* sheet (found in the appendix) and address a pertinent topic for the work and environment that will be encountered that day. This practice, if taken seriously, keeps safety as an essential theme of the workday and gives everyone an opportunity to consider hazards and their mitigation.

Safety Analyses

There are three types of Safety Analysis sheets to be utilized. It is possible that your agency coordinator will also have Job Hazard Analyses (JHA) or Job Safety Analyses (JSA) for you and your crew to review and sign.

- **Camp Site Safety Analysis** – This is to be completed at the beginning of each hitch or new camp site. Complete this analysis with your crew and include static hazards as well as environmental hazards and potential hazards if conditions change (e.g. storms, new neighbors, etc.)
- **Job Site Safety Analysis** – This is to be completed at the beginning of each project or new job site. This should also be completed with your crew and pay particular attention to surrounding area.
- **Identified Hazard Analysis** – This is to be completed whenever presented with a jobsite hazard not previously presented in training or orientation.

WELLNESS AND WELL BEING

Your primary responsibility throughout your program is the health and safety of your crew members, co-leader and yourself. Continually identifying hazards and assessing risks will get you started in the right direction. However, there are other factors that affect health that you will need to consider. You must be concerned with their overall well being. For some participants, coming on an SCC program is the scariest, most adventurous thing they have ever done. There are many stresses on them that can cause unhappiness, homesickness, antisocial behavior, and carelessness or accident proneness. For instance, they may not have the social skills to deal well with a group of strangers. The food you have planned may be totally foreign to them. They may not know what is expected of them nor have the skills to do it, both at work and in camp.

Unfortunately, there is no magic formula for evaluating and mitigating these stresses. You need to be aware that stress manifests itself in many ways and be prepared to confront situations honestly, sympathetically and with a large dose of human kindness. Be alert to potential problems as indicated by moodiness, antisocial behavior, aggressive behavior and crying. Make a point of asking

your crew how they are feeling about their SCC experience. Also, informally check-in with each crew member each day and ask them how they are generally doing. Ask them mundane questions like:

- Is everyone getting enough to eat?
- Are you sleeping well at night?
- Do you have regular (daily) bowel movements?
- Are you happy being here? Why or why not?
- Do you feel disconnected/depressed/unmotivated/stressed?
- Do your muscles hurt?
- Do you like going to work? Why or why not?
- Are there changes in what you are eating, drinking, or taking for medication that you are feeling the effect of?

The answers to such basic inquiries can be very illuminating. Either you will be reassured that everything is OK, or you will be set on the track of what is not well. Follow up with more questions, in a group forum or individually, to find out what is really going on. Sometimes it may not be any specific thing, just a sense of uneasiness that can be dispelled by encouraging a lonely member to vocalize his feelings and actively listening to what he says.

Preventive Health Care and Treatment

As well as anticipating and preventing accidents, you should focus some energy on preventing common illnesses. You should also remember that as much as you would like to respect the privacy of each member of your crew, you may need to intrude a bit further into their personal health “space” than you would under many other circumstances to assure a crewmember’s well being.

Diarrhea and other Stomach Complaints

Diarrhea results from a number of causes. Common problems on SCC programs include inadequate rinsing of soap from dishes, giardia, or worms and other parasites resulting from poor sanitary practices. Often, diarrhea will go away in a day or two without treatment. Make sure that members stay hydrated and eat carefully during this time. One note that is worth considering in managing minor gastrointestinal complaints is that many members will be making some fairly dramatic dietary transitions on an SCC program. The loose (normal) stools that come from eating a high-fiber, low-meat diet may alarm some members used to high fat and meat, and low fiber “junk food” habits, and they may think they are suffering from diarrhea when they are not!

Instruct crew members not to drink from one another's water bottles, serve community food like gorp in less communal ways. Instead of scooping food like gorp out of bags (with their potentially dirty hands), have members pour into personal bowls. Make the placement of the hand-washing station convenient, such as placement between the toilet and kitchen. Insist that cooks and all crewmembers in the kitchen wash with soap and water before beginning to prepare meals. Explaining the reason for these precautions to your group will help them to understand why you’re doing it and help them to buy into the process. Failure to maintain appropriate sanitation in the kitchen has led to more illness on SCC crews than any other cause.

Allergic Reactions

Keep an eye out for any reactions to bee stings, bugs, sun, food or other irritants. You can't rely completely on the medical forms to alert you to these, as participants may try to play down an allergy, or may not be aware of it.

Vaginal or Urinary Tract Infections

Stress, change of diet, heat and being away from familiar sanitary facilities all increase the possibility of women developing vaginal or urinary tract infections. These can be extremely uncomfortable and if left untreated, may become a systemic infection, which is a very serious medical problem.

Advise members complaining of itchiness or burning (genital area, while urinating) to wear clean, loose clothing and to wash daily with mild, non-perfumed soap. Reducing refined sugars or high-acid foods can also help. Douching with a mild solution of lemon juice or vinegar may help. Many over the counter medications are now available to treat yeast infections.

Blisters

Blisters present the most chronic and annoying of the injuries that crew leaders deal with. The three main causes of blisters are heat, sweat, and friction. Teaching the crewmembers how to prevent blisters can alleviate much misery down the road. If members come with new boots that have not been well broken in, or with old, broken-in boots that they have not worn yet this year, there is bound to be trouble. In the breaking-in process, both feet and boots need to get accustomed to each other.

Common prevention strategies include:

- Before starting out, put tape or moleskin on areas that commonly blister.

- If possible, wear synthetic or wool socks that wick sweat away effectively. Change socks regularly.
- If boots are large enough, wear two layers of socks to reduce friction. The inner sock should be nylon, silk, or some other slippery fiber that allows easy movement between sock layers.
- Keep feet dry with powder to reduce friction. Air feet out by taking boots off after work and slipping into camp shoes/sandals
- Stop to apply moleskin as soon as you feel a hot spot.
- Keep feet clean.

Tracking Health and Wellness in the Daily Log

Keep track of all injuries and illnesses, both serious and minor, in the daily log. Take careful note of the date and time of first injury or complaint, the symptoms and the treatment. This record can help you identify patterns of behavior in the field, give a thorough medical history if professional medical help becomes necessary, and complete your final report accurately.

Whenever you have a non-emergency medical incident/illness that is important enough to require professional medical attention, SCC wants to know about it. For example, if a crewmember runs a high fever for two days, is hiked in to a physician, checked, and sent back to camp without medication. You **must** utilize SCC's on-call line to report such visits.

ENVIRONMENTAL STRESSES

It is important to be aware of the toll environmental conditions can take on a crew. In your first meeting, introduce the crew to potential environmental illnesses: heat prostration, fatigue, dehydration, and hypothermia. Teach them the causes of these problems, how to recognize the symptoms in themselves and others, and how to treat them. Both hypothermia and hyperthermia are dangerous because they do not go away without aggressive intervention and treatment and victims can deteriorate quite quickly.

Dehydration is also dangerous because it is a common contributing factor to serious illness such as altitude sickness, hypothermia, and hyperthermia. Explain the importance of drinking plenty of water and how to tell when they aren't drinking enough (urine will be yellow instead of clear).

Be aware of, and prepared to respond to, large environmental dangers that exist in your area such as fires, floods, large storms, or lightning. Identify the potential hazards before the program and instruct the group about these dangers and the precautions you will be taking.

Identify any poisonous plants, snakes or insects in your area. Teach the participants how to avoid them and how to treat any symptoms of poisoning.

Do not underestimate the health damaging effect of direct exposure to the sun, particularly at higher elevations. Of all acknowledged health hazards present on SCC crews, sunburn and other sun damage to skin often does not receive the appropriate preventive attention the hazard demands. This is true because the members buy in to the cultural value of the "sun tanned" look rather than considering long term effects, and because crew leaders are often poor role models for appropriate precaution.

Specific Environmental Hazards

Cold and High Elevation

In cold weather or at higher elevations, everyone should increase food and water intake and take more breaks for shorter amounts of time. You'll need more hot drinks to get people going in the morning, and probably find that you crave fats and carbohydrates in food. Indulge these urges, as it is your body telling you what it needs.

Living at high elevations, or rapidly gaining elevation above 7,000' can cause altitude sickness, or acute mountain sickness (AMS). Preventive care includes drinking lots of water. Anyone exhibiting symptoms of altitude sickness such as dizziness, weakness, vomiting, or headaches should not engage in strenuous work. Time and rest are required for recovery, which may take several days or longer. Patients suffering severe symptoms need to be relocated to lower elevations quickly and then receive professional medical care as soon as possible.

Heat

In hot weather, insist that everyone drink copious amounts of water and take longer breaks (in the shade!). Most people do not drink enough under "normal" circumstances and in certain conditions, a gallon or more per person per day will be required! Even if you insist, your crew may not drink enough. Watch them carefully for symptoms of dehydration including headaches, sore eyes,

nausea or stomach cramps and general malaise or discomfort. Use the following protocol to guide your actions: (The temperature ranges are relative, i.e. if your crew has been used to working in 70 degree weather, but the temperature spike to 90 one day, heat will be an issue)

- Temperature a minimal issue (100F and below): Normal work schedule (people can still drink and take short breaks when needed)
- Temperature a concern (100F-110F): restricted work (5 through 10 minute mandatory breaks on the hour to drink water)
- Temperature a danger (110F plus): Mandatory consultation with the project partner AND SCC office staff to determine whether or not crews can continue working.

If heat will be an issue, plan to start the day early in order to complete work before it gets too hot. If feasible, plan to work in shaded areas or areas with easier access to water as the temperature climbs. Complications due to dehydration and/or loss of electrolytes are significant risks when working in the heat. Drink enough fluids to “pee clear” throughout the day, and use electrolyte-containing drinks (e.g. Gatorade, or homemade equivalent) to ensure electrolyte balance.

The heat guidelines are recommendations for action based on a certain temperature. However, similar action should also be taken outside of these temperature ranges if the situation becomes dangerous due to a number of other factors such as, preexisting low hydration levels, humidity or fatigue.

Rain or Snow

Neither is a work-stopper, but precautions should be taken when either are present to maintain the health and safety of the crew. Be sure that each member has the proper gear and attire to work in these conditions prior to leaving for the field. Each of these conditions can result in slippery and loose walking/working conditions and crew members should be careful with their footing.

Lightning

Many SCC programs run in areas where lightning is common. Lightning is an indiscriminate killer. It can hit anyone who is in the wrong place at the wrong time. It always follows the path of least electrical resistance, which makes high promontories, isolated trees, and even caves particularly dangerous.

Resuscitating people hit by lightning is difficult, and in backcountry situations, rare, so prevention is paramount. Complete any high pass crossings or peak ascents early in the day and plan to be safely back to lower elevations by afternoon. Get off ridges, high cols, and exposed hilltops before thunderheads are right on top of you. When planning your hike itinerary, plan alternate routes in case you are faced with excessive lightning activity.

The natural inclination in a heavy storm is to seek shelter under an overhanging rock wall or large boulder. Unfortunately, this is the wrong thing to do. Such places are likely conduits for ground currents. By sheltering in them you are offering yourself as an alternate path for the spark gap. If you are in an area of high lightning danger, individuals should not huddle together to wait out the storm. Instead, if possible, quickly move from the areas with the highest probability of lightning strikes and spread out. Remove yourself from items that attract lightning, such as metal tools, backpack frames and barbed-wire fences. The survival of one person may depend on prompt action by companions. It is quite unlikely that everyone in a dispersed group will be knocked unconscious simultaneously.

Spread out, put on your rain gear and layers and sit out in the open rather than taking shelter in a potential spark gap "cave." Assume lightning position: crouch on your pack or sleeping pad to protect you from ground currents and to minimize the distance from one body part to the other. Keep your feet close together with your elbows on your knees and hands on your head.

River and Stream Crossings

Crossing large, swift streams or rivers can be very dangerous. Attempt a crossing only if it is the safest route, then do so with great care at the shallowest part of the river. Avoid fast currents and water deeper than waist height. Remember that even seemingly slow moving water is powerful enough to sweep someone downstream if it's deep enough. Assemble the group to explain how to make the crossing and what to do if anyone is swept downstream. If you anticipate needing to make such a crossing and you are inexperienced, learn about safe crossing techniques ahead of time.

Cross the river wearing your sneakers or boots with no socks (put your socks back on after crossing to help dry your boots). If you choose to cross in sneakers, tie your boots to your pack rather than carrying them in your hands. Do not cross in bare feet as it is likely someone will twist an ankle, cut a foot or be caused to lose one's balance. Never purposely try to wedge your feet beneath rocks boulders or submerged logs. Always unfasten the waist strap of your pack. If you fall, your pack will float better than you, and you could be trapped face-down underneath it. You need to be able to wiggle out of your shoulder straps if this happens. Never tie a rope to a person crossing a dangerous spot. Should he lose his footing and be swept away, he will be unable to surface for air once the rope to which he is attached goes taut.

Living and Traveling in Bear Country

Find out as much about the bears in the area as you can from your coordinator and anyone else who spends time in the field. Learn what the agency's policies and practices are on bear avoidance and management. Important questions to ask are:

- Are the bears habituated to people? Or are they "wild" bears that tend to avoid human contact?
- What regulations does the area have regarding food storage, campfires, etc?
- What native foods are the bears likely to be feeding on at the time of year you will be in the field? Where are those food sources found and what can you do to avoid those areas?
- What does the agency recommend as the most effective/ appropriate response to a curious bear or an attacking bear?

Rehearse with your crew what each person would do in any number of bear situations. Have sufficient preparation so that your crewmembers will respond appropriately to the different situations you might find yourselves in. To preclude the need for a total food re-supply, you will probably want to hang your food if you are in the backcountry.

If you are charged by a black bear, the current wisdom is to fight back. Aggression toward attacking black bears often can repulse the attack. Black bears are less aggressive overall than grizzly bears and will retire more readily. Making loud noises to scare black bears out of camp (yelling, banging pots and pans, blowing an air horn) may be all it takes. If more drastic measures are required, throw stones at it. If the bear physically attacks you or one of your crewmembers, **DO NOT PLAY DEAD**. Aggressively fight back and use any available tool or weapon on hand: rocks, Pulaski's, sticks, fists, etc. Climbing trees to escape an intent black bear is probably futile, as anyone who has watched a black bear "run" up a tree can attest to. Instead, gather your group together, perhaps with your backs to a tree or rock and make a stand.

SUPERVISING FROM A DISTANCE

During your program there may be times when you will not be in close proximity to your members. You can still fulfill your obligation to their safety and wellbeing during these times by establishing clear parameters that will govern their actions while you are apart.

There may be some instances in which it may be beneficial to divide your group. Carefully analyze your reasons of wanting or needing these separations. Unless there are extenuating circumstances, you should always be in a reasonably close proximity to your group. Here are some reasons that you may choose or need to separate your group:

- Sending dinner cooks back to camp early to begin preparing food.
- Having afternoon quiet-time where everyone disperses away from group interaction.
- Going for a short walk on your own.
- Allowing small groups of members to take a walk.
- Managing an injury or evacuation if you are a solo crew leader.

On these occasions, carefully outline for your crew exactly what you expect of them. Discuss with all of them:

- Who is going or staying,
- What tasks or activities they may and may not undertake in your absence,
- Where exactly they are going and what route they will follow to get there and back,
- When you will see them next.

Establish a boundary around your camp within which members may wander freely by themselves. Make it big enough that everyone can get the privacy they need, but small enough to search quickly should someone be missing. Insist that members notify you if they wish to go beyond the limits of this area. You can give them more freedom of movement, while knowing exactly where they are, by having each member select his own "private spot" and show you where it is. If he needs time away from you and the group, he has only to say, "I'm going to my spot, I'll be back in an hour."

Have an extra watch in your equipment cache to loan members who will be away from you to establish a specific meeting time and place. Make it clear that if they fail to show up at the arranged time, you will become concerned and **immediately begin looking for them**. Restate SCC's policy that you will activate your emergency response plan once you feel that they are unreasonably late for a planned rendezvous.

If you have members that you feel comfortable allowing on longer walks away from camp, make sure that they have at least **three** in their group. If someone should be hurt, one could stay with him and the other return to camp for help. .

Never leave a seriously ill member alone in camp. Have another **crew leader** remain to care for them. Periodically come back from work to check on the sick member. Develop a plan with your co-leader for getting information to you if the member's condition worsens. Call SCC (using the on-call line) to determine the best course of action and if the member needs professional medical attention.

Missing/Overdue Person

A missing/overdue person is anyone that is unreasonably overdue at a prearranged meeting place. Once you have a missing/overdue person, go through the following steps:

- Conduct a quick and efficient search of the immediate area; interview members for information about the person who is missing.
- If your quick search does not find the missing person, activate your emergency response plan.
- Maintain control of the rest of the group. Do not involve them in the search unless directed by program support staff.

Taking Care of Yourself

Too often, crew leaders meticulously care for their crewmembers, but neglect their own health and safety. You need to look after yourself with as much diligence as you look after your crew. It is easy to lapse into the super-crew leader mentality: because you are physically strong and experienced, you assume that you will be able to handle anything that happens. This mind-set may make you careless -- you may take unnecessary risks that you would be angry with your participants for taking.

You may have good sense, good balance and good judgment, but you are not immune from getting hurt. If you do get hurt, you may be unable to either make sound judgment calls or to lead your group at all. In these cases you will want to have prepared your group well by teaching them first aid and familiarizing them with the emergency response plan. You may need to put yourself entirely in their care. Train them well, and then trust them to do what is best.

Probably one of the hardest decisions for leaders to make is that they need to be evacuated to get medical help. You will have many concerns for the members and the program that may tempt you not to get help. Try not to be overwhelmed by these responsibilities. Imagine that a crewmember has sustained the injury you have. What would you do for them? Now do it for yourself no matter how inconvenient.

If you are a solo leader who must go out, you will have to arrange alternate supervision for your group from the agency or your SCC regional office.

COMMON HAZARDS AT WORK

Each project will have its own family of associated hazards that you should anticipate. Among the most common potential accidents at work are:

- Back injuries from incorrect lifting.
- Pinched fingers and toes.
- Slips, trips and falls.
- Swinging tools missing their mark.
- Rolling rocks down switchbacks onto workers below.

SAFETY IN CAMP

Remember that accidents can occur in camp when people are relaxing, roughhousing, and off their guard. As with work projects, each camp varies in its potential hazards, but many harbor the same dangers. Talk with your crew about these dangers and get them to devise ways to prevent accidents. Among the items you discuss might be:

- Kitchens. Make sure the crew recognizes hazards such as stoves, hot water, and sharp kitchen implements. Anticipate the popularity of the kitchen as a social gathering place, and set it up to allow the cooks to work free of interference of other members just "hanging out". Also establish a no open toe shoe zone that applies to all, not just the cooks. And make sure everyone has full knowledge of how to work the stoves and handle fuel, whether it is white gas or propane.
- Fires. Take great care to insure fires are always fully under control. A shovel and bucket of water should always be close at hand.
- Tent, tarp and bear line guy-lines. As camp is set up to minimize the impact of the crew on the land, also think about how to mitigate the hazards of lines running across pathways. When it is impossible to secure lines without crossing paths, tie flagging tape to them for better visibility.

- Food hang systems. Flag off the area under the hanging system and any lines under tension, and set clear expectations that it is not permitted to stand underneath the systems at any time.
- Holes, fallen logs, sharp branches and rocks. Set up camp so that the paths between tents, kitchen, latrine and sump avoid all of these obstacles.
- Using pocket knives. Many members cut themselves using pocket knives each year.
- Tools. Store tools at the work site or well away from camp activity areas.

Chapter 8 - Incident Management

INCIDENT MANGEMENT AND COMMUNICATION

Despite your best efforts to instill safety consciousness in your crew and to anticipate and prevent accidents, there may come a time when events go against you and you will need to manage an injury or illness. This section focuses on both managing serious injuries and medical emergencies that require professional medical treatment and/or evacuation, and how and when to communicate your situation to SCC.

CRISIS LEADERSHIP

When faced with a debilitating or perhaps life threatening injury or illness, you are responsible for both caring for the hurt participant and leading the rest of the crew. Take charge of the situation in a firm, calm way. Let both the injured person and the rest of your crew see that you are in control of the situation and not being controlled by it.

One of our greatest challenges in this business of outdoor programming however, is that it is often difficult to put up "the wall of professionalism" that separates us from the human drama, trauma and sometime tragedy of the situation to which we are responding. The reason this happens, of course, is that rather than coming to the aid of patients we have never met, the patient will likely be a member of our group of wilderness travelers, and perhaps even a colleague or long time friend. And, we may in fact, like many outdoor leaders, be responsible for a decision that led to the original incident.

In the midst of the tremendous stress of such a situation, remember to care for yourself as well. Once the injured person is stabilized, calm and (relatively) comfortable, you may want to step away for a moment to give yourself space to plan what you will do next.

Aggravating Factors

Bad weather, fatigue and uncertainty can further aggravate already stressful emergency situations. Evaluate the impact of existing conditions on your first aid treatment and evacuation plans. Prepare your crew to deal with the situation you find yourselves in. Such factors might include:

- * Fatigue
- * Darkness
- * Bad weather
- * Absence of a written emergency response plan
- * Unclear communications
- * Unclear lines of authority
- * Unstable group dynamics or peer pressure
- * Radio malfunction
- * Unknown terrain

On site Incident Manager

The On-site Incident Manager is generally the most senior person in the field, stabilizes the situation, and implements the emergency response plan (ERP). This person is the on-site facilitator of communication and coordination among all personnel involved with management and documentation of the incident. The tasks of On-site Incident Manger include:

- Stabilizing the situation. In cases of injury, administer first aid
- Calling SCC to notify field support of the incident
- Implementing your Emergency Response Plan (ERP)
- Establishing On-site emergency roles as necessary
- Preparing a written report of emergency details (who, what, when, where, how, etc.)
- When necessary, obtaining written accounts of incident from all witnesses (members, staff and others if appropriate)
- In the event of a fatality, do not move the body. Wait for legal authorities to arrive and conduct an investigation

Managing the Immediate Scene

Safety is your number one priority. But you must stop and assess the scene before you assess the patient(s). Before you touch your patient, ask yourself four questions: What happened? Are you safe? Is the rest of your group safe? Is the injured/ill person in a safe environment? Think before you act. As soon as patient care begins, your ability to assess the larger scene for safety and mechanism of injury is greatly reduced by your specific focus on the patient.

Despite both your training and experience, managing a critical scene is very stressful and can be overwhelming. Imagine how you would feel if you were group leader of young adults and your route choice proved to be unsafe and led to the injury of two of your members. The leader must be able to control these emotions in order to focus on the important issues of the moment - assuring scene safety, medical care of the patient, instituting the emergency response plan, and providing for the needs of the uninjured group members. Distracting emotions and concerns need to be moved into the "To be dealt with later" file. These might include - though not limited to - pity or fear, thoughts about the long-term outcome of the illness or injury, guilt and feelings of personal responsibility, and the potential for professional and legal consequences. Although you must deal with these issues at some point after this critical stage, for now you need to concentrate on more immediate needs. By recognizing that these concerns will loom up in the midst of your initial response and anticipating them as absolutely normal and appropriate, you will find it easier to focus your energies on the task at hand.

ADMINISTERING FIRST AID

Your immediate concern after an accident occurs, or as an illness is developing is to administer first aid. After assuring that the accident site is safe and secure, attend to breathing, bleeding and consciousness first. Your training will kick in quickly as you assess the situation once immediate concerns are handled. Remember that prevention of shock, hypothermia and heat stroke may be pressing concerns as well.

Once you have stabilized the patient and are confident that you can ward off shock, do not leave him unattended. If it will be a long wait for evacuation, assign a rotating schedule to the crew to sit with him - through the night if necessary. This will allow you some quiet time or even some sleep. If the patient's condition worsens, the attendant should call you.

Administering Prescription Drugs

Do not give prescription drugs to anyone, nor permit anyone on your crew to take another participant's prescribed medications. Drugs can alter symptoms and behavior in undesirable ways. While you may be tempted to give painkillers such as codeine to someone in extreme pain, remember that pain is an important diagnostic symptom that may be critical in patient assessment. Additionally, there is always a risk of a severe reaction to an unfamiliar drug. If there is a situation going on that is making you consider administration of drugs, it is time to evacuate!

Managing the Group as Well as the Patient

When you are devoting much of your attention to managing an accident site or providing first aid to an injured participant, the other crewmembers may be uncertain as to what they should be doing. Do not neglect your responsibility to lead them during this time of anxiety and worry. They are concerned for the injured person and probably uncertain what to do.

Involve your crew in helping you administer first aid and evacuate the injured person as much as is possible and safe. They will want to feel included and useful. If you have discussed safety and your emergency response plan as you should have, they will be mentally prepared to pitch in. If nothing else, at least direct them to sit down or to accomplish an easy task. This will give them something to concentrate on until you can interact with them and assign them more meaningful tasks.

If anyone on site becomes a nuisance rather than helpful, direct him to perform another task unrelated to the first aid/evacuation. If you suspect he may be suffering from emotional shock, have him work with a partner who can keep an eye on him. Witnesses of serious, gory accidents can easily go into shock without being noticed. Managing stress in the patient, yourself and the rest of the crew may be the hardest and most important thing you do to ensure a smooth evacuation. Keep at it.

SOAP Notes and Incident Report Forms

Use a SOAP Note (Copy in the appendix – stock your first aid kit with these) to help guide you in the administration of first aid based on your level of training. Information on the SOAP note will also be valuable as you communicate about the patient's condition to outside assistance and in transferring care to a more qualified caregiver. Note changes in the patient's vital signs at regular intervals until help arrives. This can provide critical information to the doctor. Taking vital signs regularly will also reassure the patient that he is not being neglected.

The more severe the accident or illness, the more important it is to keep a concise and accurate record of events and actions. Regardless of the severity of the incident, completing an incident report form (IRF) will help guide this process of documentation, but your narrative notes will be the most valuable. SCC uses the IRF to analyze safety on our programs, and to respond to trends with appropriate training or other adjustments. The program support staff will mainly be responsible for the official completion of the IRF, but they will depend on you for critical information. You will find a sample incident report form in the appendix. Bring multiple copies of this form into the field with you. Assign one or two of the crew to fill out the form if you are preoccupied with other matters. This is a good "busy-work" task to keep them involved and focused on a job instead of on their fear.

EVACUATIONS

Making a Plan

Once you have protected the injured person from immediate danger and, stabilized his injuries/illness to the best of your ability and training, you will begin to act on the emergency response plan you developed with your coordinator. Obviously, before you call for help you will need to evaluate the seriousness of the injury and have a plan for the course of action you think you should follow.

Remember that you are required to call SCC in the event of any evacuation, and after accidents or incidents.

Managing an Evacuation

Once you decide that an evacuation is necessary, let the project partner know how you prefer to proceed: by helicopter, horseback, or vehicle. If you suspect any possibility of a spinal injury, report it, so the partner can arrange for the safest possible evacuation. You may not have any control over what means they choose. Do not get too involved in this UNLESS you believe they are making a potentially life threatening error.

Use your Evacuation Checklist to make sure you have considered all the necessary steps and precautions in the procedure. Gather together before the rescue team arrives, and send with those going out with the participant:

- Patient's medical history form with their emergency contact information
- Any essential prescription drugs the participant uses (asthma or diabetes medications for instance)
- Change of clothes especially if those he is wearing are bloody, ripped, wet or muddy
- Money for meals, motels, phone calls, prescriptions drugs, etc.
- List of emergency contacts to call once in civilization, including SCC's on-call number
- A crew leader, if you are part of a crew leading team.

Remember that if your crew has two leaders, one leader should go out with the patient as an advocate if it is logistically possible (see discussion below).

Interfacing with Agency/Search & Rescue Personnel

When the evacuation team arrives, introduce yourself to the team leader and identify yourself as the leader of your group. She will likely want to know the details of the accident, what treatment has been performed and the general condition of the patient. Have a complete medical history ready. Offer your cooperation and ask what needs to be done and how you and your crew can be involved.

If your situation requires that a search and rescue take place, you may need to restrain the enthusiasm of your crew to help. Searches must be conducted in an organized, orderly fashion. Unless you are experienced, do not attempt any search that necessitates route finding and navigation skills by participants. Nor should you initiate a search at night or in such a way that your crew scatters out of earshot of one another. If you do make a decision to offer your crew as a resource to a search and rescue operation, you must never abdicate your supervisory authority over any member of your crew.

EMERGENCY CONTACT PROCEDURES

It is SCC's goal to provide the best support for our crews as possible, especially in challenging situations. Clear communication is a key component to providing the best support possible. All crews will be issued a calling card and depending on the type of crew a cell phone or Forest Service radio may also be issued. They are to be accessible at all times in case of an emergency. In addition a card will be given to each Crew Leader containing all work numbers, cell phone numbers, and home phone numbers of the Executive Director and Program Staff.

During Normal Business Hours

During normal office hours, 8:30 a.m. - 5 p.m. (Regional Office Time), Monday through Friday, you can call a program staff member directly at the regional office

After Hours, Holidays and Weekends

If it is after 5:00 p.m., on a weekend or a holiday, call your regional on-call number

Four Corners/Durango – 970-403-0139
Sonoran Desert/Tucson – 520-954-4127
Los Valles/Salida – 970-749-4459

Once you reach an SCC staff member, **be prepared** to briefly describe the situation. It may not be a big emergency, and you may just need to talk to us for some reason, which is fine. But if it is a serious situation, like a medical emergency, be organized and have all pertinent information on hand. This includes:

- who the patient is
- what has happened
- what the present condition of the patient is
- where the patient is
- what the next step of treatment will be
- what you plan to do once he/she is released from the hospital
- what the status of the rest of the crew is
- when and how you will next communicate with SCC

For other situations, including behavioral issues or logistical problems, be prepared to offer information like:

- the current situation
- options you have considered
- type of help requested from program support staff
- next steps to be taken in the situation
- when and how you will next communicate with SCC

The on-call staff member will be writing all of this down, and may ask you to repeat things for clarity. She or he will also remind you of the need for documenting some types of situations.

If You Can't Reach anyone through the on-call number

This scenario occasionally happens. First, try calling the number again. If you can't reach the on-call person, begin calling the numbers on the Emergency Information card.

You should leave a message on any phone not answered with your name, crew, date, time, location, a short summary of the issue, whether or not you can be re-contacted through what number, and what your next steps will be.

What to do if You Can't Get to a Phone

There will be times when you cannot get to a phone and have a situation you want to let SCC know about. If you feel it is sufficiently important that SCC be notified immediately, use the radio to leave a short, concise message to be relayed to SCC by your agency partner. Give the dispatcher the SCC phone number and the name of the person at SCC to be contacted (this info should also be in the ERP your project partner has).

When to call

We cannot emphasize enough how important it is that you strictly adhere to the criteria SCC has developed that requires you to contact the SCC program staff. Crew leaders on occasion think that the situation is under control, or not worthy of the extra effort on either their own part, or on the staff members part. Experience, however, has taught us that this effort is necessary. In general:

1. When in doubt, call!
2. It is not just for emergencies – it is for use in many emergency and non-emergency situations.
3. It's not for travel snafus or problems that you can solve yourself – except as last resort. Use your judgment.

SCC has developed an Incident Threshold System that allows you and the program staff to assess the seriousness of an incident and instigate the appropriate action and communication. You should familiarize yourself with the chart below before going into the field and have it available in the field to reference when an incident occurs. Following the Threshold level chart is another chart outlining the actions you should take depending on threshold level and what communications should occur.

Threshold Level Chart (page 1)

	Incident ¹	Threshold Level				
		1	2	3	4	5
Behavioral	Breaking any of our policies or procedures					
	Member behavior that affects an individual or group's ability to function					
	Differences of style or opinion between staff affecting program success					
	Contact to Parent or Guardian regarding behavioral concerns					
	Evacuation of a member for behavioral reasons					
	Dismissal of a member					
	Evacuation of a staff member for behavioral reasons					
	Member who is direct threat to self or others					
	Dismissal or departure of SCC staff					
	Staff behavior that interferes with effectiveness of individual or group					
	Staff member who is direct threat to self or others					
HR	Member behavior (or other concern) that affects an individual or group's ability to function					
	Incident involving worker's compensation ²					
	Member who may be threat to self or others (for medical or other reasons)					
	Member or staff member whose medical condition interferes with ability to do job duties					
	Staff behavior that interferes with effectiveness of individual or group					
	Accusation of abuse or harassment (sexual or physical)					
	Dismissal or departure of SCC staff					
	Staff member who may be a threat to self or others (for medical or other reasons)					
Medical	Illness or minor injury that prevents participating in part of a workday					
	Any visit to Hospital, Clinic, or Medical Professional					
	Incident involving Worker's Compensation ²					
	Contact to Parent or Guardian regarding medical concerns					
	Self-evacuation ³ of staff or member for medical reasons (other than asthma or systemic anaphylactic reaction)					
	Previously undisclosed and unreviewed medical condition or medication					
	Member or staff evacuated due to asthma					
	Admission to a hospital or clinic					
	Member or staff member with medical condition that interferes with ability to do job duties					
	Expedited evacuation ³ of an SCC member or staff for any medical reason					
	Member or staff evacuated due to a systemic anaphylactic reaction					
	Member who may be threat to self or others (for medical or other reasons)					
	Staff member who may be a threat to self or others (for medical or other reasons)					
	Life threatening conditions or potentially permanent disability to SCC member or staff					
	Fatality					

Threshold Level Chart (page 2)

	Incident ¹	Threshold Level				
		1	2	3	4	5
Missing Persons	Failure of an SCC member to meet at the designated meeting place at the beginning of the program/hitch					
	Loss of contact with an SCC member for over 1 hr after scheduled contact (during program time)					
	Loss of contact with an SCC member for over 4 hrs after scheduled contact (during program time)					
	Search and rescue for an SCC member or staff					
	Missing person for over 24 hours					
Political	Conflict between SCC and an agency sponsor					
	Situation involving law enforcement					
	Political situation occurring with an agency sponsor					
	Parent questions SCC authority or competency					
	Incident with significant media attention					
Vehicle	Vehicle breakdown or very minor dents and scrapes to vehicle					
	Vehicle incident/ accident which either (a) results in any injury or (b) involves damage to an SCC vehicle					
	Vehicle accident/incident which results in multiple injuries					
Other	Voluntary early departure of any member					
	Destruction or loss of equipment					
	Any equipment failure which could have led to injury					
	Any significant near miss ⁴					
	Destruction and/or loss of equipment which affects the safety/success of the program					
	Living or environmental conditions that interfere with the effectiveness of individual or group (not affecting safety)					
	Any equipment failure that resulted in an injury					
	SCC assists another organization in any emergency action					
	Living or environmental conditions that threaten the safety of member/staff					
	SCC involvement in a search and rescue or evacuation (not involving an SCC member or staff)					
Non-Program	Slip and fall resulting in injury in the office or on office property					
	Office/Facilities Break-in, theft of property					
	A situation that requires evacuation of the office (fire, flood, etc...)					

Notes:

1. This is **not a complete list**. SCC staff utilizing the On-Call System must use their own judgment to determine the Incident Threshold. If a staff member feels unsure of the correct Threshold Level designation and/or feels unqualified to manage the situation, he/she should contact the on-call person or their supervisor.
2. In a **self-evacuation**, the patient is able to walk or be driven to seek further medical assistance. In an expedited evacuation, the fastest evacuation plan is activated, as noted in the program's Emergency Response Plan. An **expedited evacuation** may enlist the help of helicopter, litter carry, or ambulance support
3. **Near Miss** - A potentially dangerous situation where safety was compromised but no reportable injury or property damage was sustained. Like an accident, a near miss is also an unplanned and unforeseen event.
4. **Workers Compensation** - Any injuries/accidents that occur during program time must be called in and reported within 24 hours so a worker's compensation claim can be filed.

Incidence Response and Communication Chart

Threshold Level	Crew Leader Protocol	Program Staff Notified by Incident Responder	Incident Management
Threshold I	<ul style="list-style-type: none"> Begin filling out an Incident Report Form 	<ul style="list-style-type: none"> No need for immediate contact unless assistance is needed 	By Crew Leaders
Threshold II	<ul style="list-style-type: none"> Call On-Call person for notification and potential response Begin filling out an Incident Report Form 	<ul style="list-style-type: none"> Complete Incident Report Form On-Call person must notify PD or designated program staff within 24 hrs If Worker's Comp is involved the reporting process must be initiated within 24 hours. 	By On-Call person or designated program staff
Threshold III	<ul style="list-style-type: none"> Call On-Call person for notification and potential response Begin filling out an Incident Report Form 	<ul style="list-style-type: none"> Complete Incident Report Form On-Call person must notify PD or ED immediately If Worker's Comp is involved the reporting process must be initiated within 24 hours. 	By PD and/or ED
Threshold IV	<ul style="list-style-type: none"> Call On-Call person for notification and potential response Begin filling out an Incident Report Form 	<ul style="list-style-type: none"> Complete Incident Report Form On-Call person must notify PD and/or ED immediately PD and/or ED must notify VP immediately Regional Board should be notified of incident 	By ED and/or VP or DO
Threshold V	<ul style="list-style-type: none"> Call On-Call person for notification and potential response Begin filling out an Incident Report Form 	<ul style="list-style-type: none"> Complete Incident Report Form On-Call person must notify PD or ED immediately PD or ED must notify VP and CEO immediately Regional and Executive Board should be notified of incident. 	By team of ED, VP, DO and CEO

We insist that you follow through with this communication, but of course we also expect you to use your best judgment in the timeliness of the communication. Any situation listed above that brings you to town (or whatever counts as "civilization" in your area) should lead to a phone call at that time. Some situations, particularly in remote settings, may obviously require patience on our part.

INCIDENT REPORT FORMS (IRF)

As noted in the above charts the IRF is not just for major medical incidents. It is also required for vehicle accidents, significant behavior incidents, significant crew dynamic incidents, incidents involving outside entities, etc. The Crew Leader is responsible for starting the completion of the IRF. Provide as much information as possible and work with the on-call staff and your supervisor to complete the IRF. Providing follow-up information will also be essential before the incident can be closed. Documentation of this sort helps us improve our training, crew support, incident response, and organizational policies. Keep copies in your binder and/or first aid kits.

VEHICLE ACCIDENTS

All vehicle accidents and incidents that result in anything but very minor damage (scratches, small dent) – especially if it involves another vehicle – is at least a Threshold 3 incident and the on-call staff needs to be contacted immediately.

A Vehicle Accident Report (VAR – copies should be kept in the glove box/console) should be completed and will assist with gathering the critical information needed by the program support staff to follow-up on the incident. An incident form should also be completed and processed for any vehicle accident.

Vehicle insurance coverage is provided through a collision plan with Philadelphia Insurance. Insurance information can be found in the glove box/console of each vehicle. Due to the seriousness of all vehicle accidents a vehicle accident review by the driver's supervisor needs to be completed following all accidents/incidents no matter how minor.

Vehicle Accident Procedures:

1. Take measures to insure the immediate safety of everyone involved in the accident.
2. Stay Calm, Do Not Argue, Gather Facts
3. Call a Police Officer to the Scene
4. Obtain the name of the driver(s), passenger(s), and witnesses
5. Obtain the name of the other vehicle's insurance company and policy number, VIN# and license plate information
6. Contact SCC staff through the on-call system
7. Complete a VAR and an IRF
8. Report any Workers Comp claims immediately

WORKERS COMPENSATION

Workers compensation insurance is for the protection of workers who receive injury or disease as a direct result of their occupation.

Workers compensation does not cover non-work related illness or injury. If you hurt yourself during time off workers compensation does not cover you and SCC is under no obligation to assist you with your injury. The same applies if your injury or illness in the field is not directly related to work, or denied by our insurance provider. The time lost from work is not compensated, light duty in or out of the field is not guaranteed, and you could be subject to suspension or termination from Southwest Conservation Corps as a result of your inability to perform your job duties.

Basic Policies

- Nearest medical facilities are listed on your Emergency Response Plan (ERP)
- Non emergency injuries should be taken to a medical clinic. Use the ER only for more severe emergencies, or if no clinic is available.
- SCC employees/participants need to be taken to a "preferred provider" when possible. These providers are listed below.
- If transporting crew members to medical facilities for any reason, crew leaders must contact the office, via the on-call phone, as soon as possible.

****Workers Comp injuries must be reported within 24 hours to the office or on-call phone.***

Workers Compensation Report

- If you or one of your crewmembers has a work related injury or illness you must begin the completion of the Workers Comp Report form (have copies in your binders or first aid kits). This is in addition to the IRF. The form should be submitted to program support staff that will follow up and complete the form.
- Be sure to especially have the member complete the section for their signature.

At Medical Facility

- Give workers comp information listed on the workers compensation report if needed and/or SOAP notes along with the claim# if available.
- If injured worker is under 18, contact legal guardian. If serious or life threatening injury, SCC office staff will contact legal guardians.
- Obtain a specific work release and/or follow-up requirements from treating doctor before leaving medical facility.

Follow-up

- Any visit to the hospital REQUIRES contact to the on-call system. The staff member will assist the crew leaders with making decisions about the injured member/leader.
- Some workers will be clear ONLY for light duty work. Injured workers cannot return to unrestricted work without doctor's clearance.
- All light duty is performed in the field unless restriction is such that there is nothing that they can do in the field. In that case, contact the office to arrange transport back to the office.
- Light duty is only for workers who are injured or sick as a direct result of a work injury. If you do not have a legitimate work injury or illness you will not receive light duty work, and could face termination for being unable to do your job.

Responsibilities of Injured Worker

- Injured workers are responsible for going to follow-up visits in order to return to full duty. Worker should follow up on claim with the designated workers comp insurance company and provide any needed paperwork and documentation to them. Worker should stick to prescribed light duty restrictions and not re-injure themselves.
- Worker should bring copies of medical paperwork to the office after each follow-up visit. Worker should notify office of your status and restrictions after each follow up visit. Copies of medical clearance need to be given to the office before an injured worker can return to the field.

Office Contact

- This is only a brief overview of workers comp. For more detailed explanations or any questions contact the office staff.

Preferred Workers Comp Medical Providers (Any of these can be utilized regardless of which office you are based from. The first listed in each area should be the first choice):

- Tucson Area – Concentra Medical Centers – 3402 E Broadway Blvd, Tucson – 520-881-0050
 MBI Occupational Healthcare – 1001 E Palmdale, Tucson – 520-807-1060
- Durango Area – Mercy Center for Occupational Medicine – 1010 Three Springs Blvd, Durango – 970-764-3850
 Animas Emergency Physicians – 575 Rivergate Ln, Durango – 970-385-2364
 High Mesa Family Medicine – 2095 N Delores Rd, Cortez – 970-565-2336
 Montrose Memorial Hospital – 800 S 3rd Ave, Montrose – 970-249-2211
- Salida Area – Salida Family Medicine - 320 E 1st St, Salida – 719-539-3583
 1st Street Family Health – 327 E 1st St, Salida – 719-539-6637
 San Luis Valley Medical PC – 2115 Stuart St, Alamosa – 719-589-3000
 Regional Occupational Medicine – 2115 Stuart St, Alamosa – 719-589-8110

AGENCY RADIOS

Radios issued to a crew by the partner agency are borrowed and tend to be very expensive items. Protect them from the weather and abuse. Ask for and follow any radio protocols provided to you from agency staff. As with all communication devices, be sure that you orient your crew members on the proper use of these devices so that they can call for help if you are the one injured.

USE AND OPERATION OF SPOT DEVICES

The Basics

SPOTs are valuable communication tools when other means are not available. SCC crews use them in the backcountry to send check-in, help, or 911 messages to the headquarters and/or local emergency services. SPOTs rely on satellites to transmit the messages. They only work when used with a clear view of the sky. SPOTs are not designed to provide specific information about the nature of an emergency, but they do provide the exact geographic location of the user. The communication is one-way traveling from the user in the field to the SCC office and/or emergency services.

Your program supervisor will provide you specific protocols specific to your project of when to signal using the SPOT device.

Functions

a. ON/OFF

Press button, wait for 2 seconds before pushing any other buttons. When power is on, indicator light will blink every 3 seconds. To turn off power, press and hold for 3 seconds

b. OK

To send an OK message, press the button quickly and leave the unit on for a minimum of 20 minutes. An email and a short text message are sent out letting the SCC office know that everything is fine. The messages contain your GPS coordinates.

c. HELP

Press and hold button for 2 seconds. The unit will transmit your call for help along with GPS data and a Google map link every 5 minutes for one hour as long as the SPOT is turned on. To cancel a HELP message, press and hold button for 3 seconds or more.

d. 911

Press and hold for at least 3 seconds. The LED light will blink. In addition to alerting SCC, this function will notify emergency response services of your GPS location and that you need immediate assistance. The message is sent out to GEOS International Response Center which forwards your personal information and GPS coordinates to local search and rescue authorities (both public and private) and dispatches them to your location. Updated location data is sent to GEOS every 5 minutes until the message is cancelled by pressing and holding the 911 button for 5 seconds.

In order to ensure proper operation of your unit, keep in mind the following:

- You have a GPS fix and the unit is ready for use when any green message light blinks in synch with the ON/OFF button. If the lights are out of synch, move to a slightly different location with a clearer view of the sky.
- When a message is successfully transmitted, the respective green light will stay on for 5 seconds.

Appropriate Use of Functions

The most important part to remember is that using the OK and HELP functions alert only the SCC office. The 911 function, however, mobilizes emergency services. **DO NOT PLAY AROUND WITH THIS FUNCTION UNLESS YOUR SITUATION IS LIFE- THREATENING.**

a. OK

Use it every time you are required or you want to check in with the office. We still ask you to call us as well on your rec day and let us know how your hitch is going. There are no negative consequences when using this function unless you are transmitting an “OK” message when you are not actually OK.

b. HELP

Utilize this function for non-life threatening situations, but only if you have no other communication tool available. The message is generic; it simply states that the holder of the SPOT needs help. The office will send someone to your location within 24 hours or contact you in some other way to obtain details and find a solution to your need.

c. 911

If your circumstance is life-threatening and you determine that using this function is the best way to obtain emergency care, make use of it. SCC and local search and rescue services are simultaneously alerted. Emergency personnel will be dispatched to your location unless you cancel the call. Responders may still show up if enough time elapsed between the two messages.

MANAGING THE MEDIA

There is always the rare, but possible, chance that the emergency situation you are managing may attract the attention of the media. It is imperative that you focus your full attention on managing the situation and/or people for whom you are responsible, regardless of media inquiries. The fact of the matter is in the majority of cases your agency’s SCC coordinator or public information officer will interface with reporters. Please refer media inquires to the program staff.

If you have contact with the media concerning an accident or fatality, be patient and polite. Do your utmost to contact SCC first. Do not participate in interviews or subject yourself to detailed questioning. Never give out the names of patients, victims or crew members.

CONCLUSION

SCC has a remarkable safety record, but that doesn’t mean that challenging situations do not occur every year in the field. Think ahead, be prepared for the contingencies you have identified, and use your best judgment in evaluating and responding to whatever situation you face. You will persevere, as have so many SCC crew leaders before you. You will have the support of the entire SCC organization, the full support of your agency, and of your crew.

Incident Management Flow Chart

