

OUTING LEADER HANDBOOK



SIERRA CLUB

OUTINGS

Sierra Club Emergency Contact Numbers

After contacting the proper authorities, call the Sierra Club Outings Department at the appropriate number below.

U.S. and Canada Emergency Phone Number

1-888-OUTINGS (1-888-688-4647)

International Emergency Phone Number

001-715-852-1701

Outside of normal business hours, the message at 1-888-OUTINGS directs the caller to 1-800-564-6861. This number is always monitored by the Club's answering service. The caller provides basic information regarding the emergency and is then put on hold for several minutes while an outings staff person is located.

Sierra Club National Office Contact Information

Sierra Club Outings

85 Second Street, 2nd Floor
San Francisco, CA 94105-3459
Fax: 415-977-5795

Local Outings

Phone: 415-977-5528
E-mail: local.outings@sierraclub.org

Inner City Outings

Phone: 415-977-5568
E-mail: ico@sierraclub.org

National Outings

Phone: 415-977-5522
E-mail: national.outings@sierraclub.org

Outing Leader Handbook

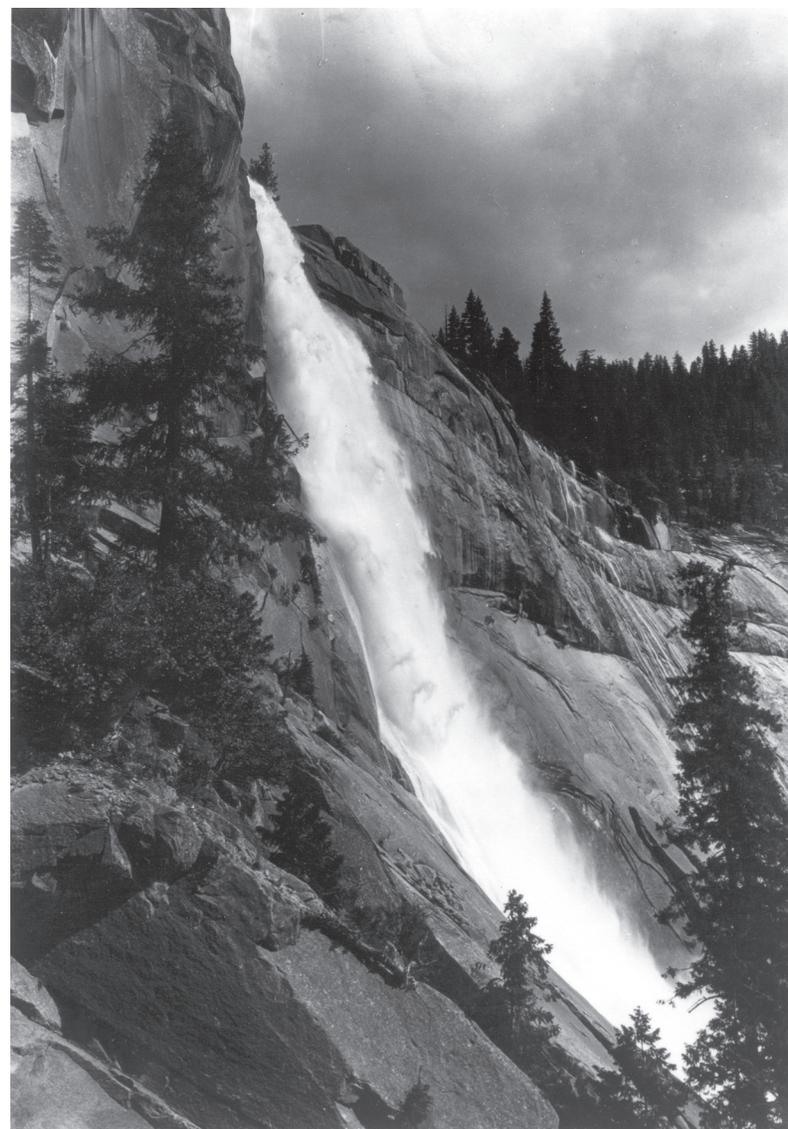


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if properly conducted, will do an
infinite amount of good toward
awakening the proper kind of
interest in the forests and other
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and will also tend to create a
spirit of good fellowship among
our members.”

William Colby



*Photograph by Joseph N. LeConte
“Yosemite Nevada Fall”*

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The Outings Leader Handbook
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Any language in the handbook can be used by Sierra Club Outings entities.

How to Use the *Outings Leader Handbook*

This small volume, known as the *Sierra Club Outings Leader Handbook*, is meant to serve as a portable reference for those who volunteer their time to lead Sierra Club outings. It replaces the various outings leader handbooks published by the Outdoor Activities Program and supplements the electronic resources available on the password-protected Outings Extranet, page 59.

Reading this guide is another way to complete the Outings Leader Training—Basic (OLT 101). It highlights core outings information that all Sierra Club leaders should know, about Sierra Club Outings history, structure, and programs; Sierra Club Outings leader requirements; planning and conducting an outing; safety management and emergency response; and Sierra Club Outings policies, guidelines, and insurance issues for all outings, including specialized outings. This volume does not cover technical information and may not cover all the information that a local entity (a Sierra Club chapter, group, section, or other subdivision) requires that leaders have. Leaders should check with the appropriate Outings Chair to ensure that they meet all the leader requirements for their entity.

Many books and training courses exist to help individuals and leaders hone their skills. Sierra Club Outings urges all leaders to seek further knowledge through these avenues, not only in their program but in others as well. Some recommendations appear in the Resources section at the end of this book, page 59. If a leader has any suggestions, please let the outings staff know!

There is a wealth of Sierra Club training opportunities and resources available to outings leaders. Many local groups and chapters run their own OLT 101, Outings Leader Training—Advanced (OLT 201), first aid training, and other types of training. The Outings Extranet includes a variety of study materials, teaching plans, and answers to many frequently asked Sierra Club Outings questions.



*Photograph by Joseph N LeConte
"Kern River"*

I. Sierra Club and Sierra Club Outings

Mission

To connect all people with the natural world and with the Club by maintaining and enhancing diversified, superior, volunteer-run outdoor activities that support the Club's conservation mission.

Three major program goals:

- Reach out to new constituencies.
- Champion conservation campaigns through outdoor activities.
- Recruit, develop, and retain qualified leaders.

History

John Muir's advice to "climb the mountains and get their good tidings" has been followed by Sierra Club members since the Club's founding on May 28, 1892, and has played a key role in shaping the Club's history. As the Club's first president, Muir reasoned that "if people in general could be got into the woods, even for once, to hear the trees speak for themselves, all difficulties in the way of forest preservation would vanish." As early as 1890, before the founding of the Sierra Club, early conservationists worked to establish Yosemite National Park, and shortly after its founding, the Club had its first campaign success: defeating a proposal to reduce the park's boundaries.

In 1901 the Club's Board of Directors proposed an annual summer outing. Its purpose was to encourage members and other interested people to see firsthand the country the Club sought to preserve and protect. William Colby, who led these outings for 29 years, noted that "an excursion of this sort, if properly conducted, will do an infinite amount of good toward awakening the proper kind of interest in the forests and other natural features of our mountains, and will also tend to create a spirit of good fellowship among our members."

The first outing, which drew 96 people to Tuolumne Meadows in 1901, was the model for what came to be called the High Trip. Nearly every summer for more than 50 years, groups numbering up to 200 were taken into the wilderness by the Club. In the 1950s the impact of such large numbers of people became a matter of concern, and in the 1960s the High Trip tradition passed into history.

From a charter group of 182 California mountaineers, naturalists, and educators, the Club grew dramatically during its first century, to more than 700,000 members. It now consists of 65 chapters and almost 400 regional groups. Today, local outings range from strolls on the beach to Inner City Outings, for disadvantaged youths; from trail maintenance to whitewater kayaking; from potluck socials to

backpacking trips. Always, they aim to be safe, fun, and inspirational for all! To learn more about the Sierra Club and its history, check out the Sierra Club History Resources, page 60.

Sierra Club Structure

The Sierra Club is a representative democracy. The Board of Directors and the Chapter and Group Executive Committees are elected bodies that set broad policy and priorities and appoint volunteer committees that implement the Club's programs. Sierra Club staff provide support for the Club's programs and goals.

Most of the Sierra Club's key programs are delivered through chapters and groups. The Club's funding mechanisms ensure that chapters and groups can offer a common set of program opportunities. Chapters and groups strive to make those opportunities available to every member.

The Board of Directors works with the broader Club leadership through Sierra Club teams and committees, which are divided into two groups, those that advise the board and those that are empowered to act:

Board Advisory Committees

- Finance and Risk Management
- Mission Strategy
- Visibility and Outreach
- Volunteer Leadership
- Task Forces and Board Standing Committees

National Action Teams

- Chapter and Leader Support
- Campaigns and Programs
 - Climate Recovery Campaign Teams
 - Program Teams (Outdoor Activities is here!)
- Activist Network

Outdoor Activities Structure

Sierra Club Outdoor Activities encompasses all three Outings Programs: Local, National, and Inner City Outings. The Outdoor Activities Program Team (OAPT) provides general oversight and guidance for these programs. Each program has an OAPT subcommittee that oversees its operations. The Mountaineering Oversight Committee crosses programs and certifies entities that sponsor mountaineering outings and reviews all mountaineering outings.

- **Local Outings:** 10,000 chapter, group, and activity section outings serving approximately 200,000 participants annually. Local Outings range from evening walks in local parks to weekend day hikes and overnight backpacking outings. Contact a local chapter to get involved.
- **National Outings:** 350 paid outings serving 3,800 participants annually. This program is supported nationally by staff at the National Office. The outings are listed in Sierra magazine.
- **Inner City Outings (ICO):** 1,000 outings in approximately 50 ICO groups serving approximately 12,000 youths annually. Inner City Outings is a community outreach program that provides opportunities for urban youths and adults to get outdoors.

Leadership and Sierra Club Outings

The Sierra Club's history is rooted in outings, and a look at the Sierra Club's early leadership—John Muir, Joseph LeConte, and William Colby—is a testament to this heritage.

Most members take their first Sierra Club outing close to home, participating in a chapter or group outing that they have read about in a Club newsletter or on a Club web site. These locally sponsored outings may be day hikes, peak scrambles, birdwatching excursions, conservation-oriented walks, or forays into the remaining natural areas of a major urban region. Their variety ranges as widely as the interests and creativity of Sierra Club members themselves.

Chapter and group outings help to encourage involvement in the Club's conservation work by giving participants a concrete connection to at-risk and/or threatened natural areas. These outings are good ways for Club members to introduce people to the local wild places, and they often lay the foundation for future involvement with the Sierra Club over time.

Sierra Club Outings leaders can have a tremendous impact in many ways when leading outings. Whether leading a day hike to a local endangered area, a cycling "tour de sprawl," a conservation walk with a locally elected official, or a backpacking excursion into the wildlands, leaders can inspire outings participants to take action. Sierra Club leaders may inspire their participants to:

- Contact legislators to ask them to help protect a special place.
- Volunteer with local groups to stop sprawl.
- Take on greater leadership roles within their local Sierra Club chapter or group.
- Become Sierra Club President.



II. Outing Leader Requirements

The following requirements apply to all Sierra Club Outings leaders. Individual Club entities may have additional requirements for their leaders.

All leaders must:

- Be a Sierra Club member.
- Be at least 18 years of age.
- Have first aid certification equivalent to or higher than American Red Cross Basic.
- Have completed the Outings Leader Training—Basic (OLT 101) or comparable training from a local outings entity. If OLT 101 is not available, then the leader must have completed the OLT 101 curriculum on his or her own.
- Have outing participant skills appropriate for the activities of the trip and toward the advanced end of the scale.
- Have provisionally led at least one outing and received a positive evaluation by the mentor leader.
- Receive approval to lead outings from the Outings Chair or a delegated authority of the entity sponsoring the outing.

In addition, leaders of outings that include an overnight stay away from cars (Level 2) must:

- Have successfully completed the Outings Leader Training Workshop (which includes OLT 101 and OLT 201) or comparable OLT 201 training from the local outings entity. If participation in OLT 201 cannot be arranged, then the

leader must have completed the OLT 201 Self-Paced Course or the following portion of the OLT 201 curriculum on his or her own: safety management planning, trip planning, interpersonal leadership, and group management.

- Have provisionally led at least one outing that included an overnight stay away from cars and received a positive evaluation by the mentor leader.

Currency

Every four years from the date a leader first met all the requirements for leading an outing, regardless of level, the leader must complete OLT 101 again, and any lapsed first aid certifications must be renewed. Further, if a leader has not led a trip at a given level in the previous four years, then the leader must repeat the requirement of provisionally leading at that level or higher before leading an outing at the given level, or otherwise satisfy the entity Outings Chair that the leader continues to possess the requisite skills.

Level 1 Outings Leader Requirements	Currency
1. Be a Sierra Club member	Must be current
2. Be at least 18 years of age	—
3. Have first aid certification	Renew every four years
4. Have completed OLT 101	Renew every four years
5. Possess skills appropriate to the type of trip	—
6. Have provisionally led an outing with positive feedback	Redo if leader has not led in the last four years
7. Receive Outings Chair approval	—
Additional Level 2 Outings Leader Requirements	Currency
1. Have completed OLT 201	Must complete only once
2. Have provisionally led an overnight outing away from cars with positive feedback	Redo if leader has not led in the last four years

Training From Other Organizations

Persons who have led outings for other organizations that would have been classified as Level 2 may be exempted at the discretion of the entity Outings Chair from the requirement of taking OLT 201 training. A physician, nurse, or other currently practicing medical professional need not take a basic first aid course if he or she has first aid knowledge equivalent to or higher than American Red Cross Basic. Such persons must in all other ways conform to the standards of this policy.

III. Planning an Outing

Outing Concept

Use the Sierra Club Outings Plan, page 62. to plan the outing.

Outing Purpose

Each leader must define the purpose of the outing. The purpose could be to enjoy the outdoors, focus on conservation, learn an outdoor skill, or participate in something else of interest to the leader or the participants.

Outing, Participant, and Leadership Profiles

Define the outing profile by deciding on a location, the type of outing (e.g., backpacking, dayhiking, kayaking), how rigorous the outing will be, and how long it will last. Remember: Leaders generally move faster than participants. Add time for unforeseen delays (environmental and human), breaks, hydration stops, and elevation gain and/or loss. If the outing will be conducted with other local organizations, see the Co-Sponsored Outings Policy, page 46.

Define the participant profile by estimating how many participants can safely take part in the outing, whether they will need special outdoor skills or experience, and whether the outing will include minors. Consider the following:

- Will the outing be strenuous or more leisurely? Will beginners be welcome or only seasoned participants?



Photograph by Cedric Wright
 "Norman Clyde's Boots"

- Will there be any unaccompanied minors on the outing? If so, they will need their parent or guardian to sign a waiver and a Minor Medical Treatment Authorization and Consent form. Inner City Outings has waivers that include both.

Define the leadership profile by deciding how many leaders the outing will have, what each leader's role will be, and whether the leader(s) will need any special experience, conditioning, or equipment.

Outing Approval

Entity approval

Present the outing concept to the Outings Chair and follow the Chair's instructions to obtain authorization.

Restricted Outing Approval

The following types of restricted outings require approval from the Local Outings staff at the National Office:

- Any outing that uses a concessionaire or non-Sierra Club leaders, with or without payment, for the operation or chartering of a watercraft or aircraft.
- Any outing that uses watercraft more than 50 feet in length (other than regularly scheduled ferries).
- Any activity or outing that may require the use of any of the following pieces of equipment: ropes, pitons, jam nuts, runners, bolts, ice axes, or carabiners.
- Any outing involving a challenge course (e.g., a ropes course).
- Any outing in a foreign country (or cruise to a foreign port), with the exception of Canada.
- Any outing whose primary focus is on youths under the age of 18 without the supervision of parents or guardians and is not an ICO outing.

To learn more, review the Restricted Outing Approval Procedures, page 58.

Location and Route

Route Considerations

Become familiar with the route and its location. When leaders consider the route they would like to take, they should keep their outing and participant profiles in mind. Also, check for location advisories or restrictions that might be associated with the area. Location advisories are established by local chapters and groups either to prevent outings to an area that is fragile, overused, or politically sensitive or to encourage outings to an area to raise awareness of local conservation issues. To see the most recent location advisories, visit the Outings Extranet.

Scouting

It is a good idea to scout the route and look for hazards as well as good places to take breaks, eat lunch, and enjoy interesting vistas. If scouting is not feasible, use maps, guidebooks, other leaders, local sources, and other resources to obtain as much information as possible prior to the outing. It is always best if a leader can scout the route, to reduce the likelihood of unforeseen circumstances as well as to aid in emergency action and preparedness. While scouting a route:

- Take notes: Write down the location of and travel time to every possible campsite, water source, alternate route, and escape route rather than just noting the intended sites and routes.
- Consider the environmental impact: What effect will the larger actual outing group have on the terrain and the environment compared to the smaller scouting "group"?
- Consider aesthetic values: Where are the best vistas?
- Consider the psychological effect of the sequence of sites and events: It is important to note where the difficult portions of the outing are. Do they come early or late in the outing? Are they adequately balanced with rest periods?

Group Size

Determine the appropriate outing group size by considering the following:

- The ability of the leader or leaders to safely and enjoyably manage a group in this terrain for this type of activity.
- Land agency restrictions and legal limits.
- The environmental impact of the group size.

Route Change Considerations

When considering any changes to the planned route, either before or during the outing, be sure to consider the impact of these changes on the difficulty of the outing, participant expectations, and the safety management/emergency response plan. If a route change materially affects the difficulty of the outing, participants must be notified, further screening and/or discussion should be considered, and the safety management/emergency response plan should be reexamined.

Permits

Make sure to always obtain the required permits. In addition to the wilderness or backcountry permit required of most users, Sierra Club National Outings and Local Outings that charge fees that are more than direct field costs may also need to apply for a special-use or commercial permit. These outings are considered to be commercial outings by land-management agencies. Examples of direct field

costs include transportation to the trailhead and food; examples of indirect costs generally necessitating a special-use or commercial permit are publicity, insurance, and equipment depreciation. Contact the relevant land-management agency (e.g., National Park Service, state park, Forest Service, or Bureau of Land Management) to find out whether the outing requires a special-use or commercial permit in addition to a standard wilderness permit.

Charges

In general, the Club considers its outings to be noncommercial use of public lands, as exploring and enjoying public lands is a critical component of the Club's mission. Accordingly, while it is allowable to charge outings participants for expenses incurred in the conduct of a chapter, group, or section outing, these charges should generally be limited to reimbursement of field expenses so that the outing is not considered a commercial outing. **In all cases, the outings leader should contact the appropriate land agency manager to verify that proposed charges are consistent with noncommercial use.**

Direct field expenses are expenses that participants would have incurred had they gone on the outing on their own. They include:

- Transportation to the trailhead
- Consumable food and supplies used on the outing
- Concessionaire expenses for services such as transportation
- Lodging

The following factors can give the appearance that the outing is a commercial venture and should be avoided, unless specifically approved by the appropriate land agency manager:

- Charging for expenses such as leader wages, leader travel, a leader honorarium, advertising, overhead, or equipment depreciation
- Setting a price close to that for an equivalent commercial outing or a price that is in itself high

Fundraising on an Outing

There are two principal ways in which outings can be used as fundraising activities:

- **Requesting a donation that is not part of the outing price:** Solicitation of donations during the outing is acceptable and will not likely cause the outing to be considered commercial. Participants who are not willing or are unable to make a contribution cannot be excluded from the outing.
- **Requiring a donation as part of the outing price:** When a donation is required for participation in the outing, the outing is considered commercial.

In both these cases, the appropriate land agency manager and potential participants should be advised prior to the outing of its fundraising component.

California Sellers of Travel Law

California has a "Seller of Travel" law whose purpose is to protect consumers from unscrupulous travel agencies and tour operators. **All Sierra Club outings and activities nationwide, regardless of whether fees are charged or not, are subject to the California Seller of Travel law.** Some other states have similar laws that affect outings run in those states.

While leaders should consult with the entity Outings Chair for more information, the basic obligations of the California law that apply to all Sierra Club outings are as follows:

- All money collected for any outing with a fee of more than \$50 per person must be deposited in a separate bank account.
- If air or sea transportation is provided as part of the outing, tickets or equivalent travel confirmations must be sent to the participant within three business days of full payment.
- Marketing and advertising materials must include the Club's Seller of Travel identification number: CST 2087766-40. This requirement pertains to print, e-mail, and web marketing and advertising. Several other states' seller of travel laws have a similar requirement (Florida Seller of Travel Ref. No. ST37115; Iowa Travel Agent Ref. No. 893).

Participant Payments and Leader Reimbursements

Checks paid by participants for outing expenses and/or outing fees **should always be made out to the Sierra Club**, not to the individual leader. Participant money received should be deposited by the entity's treasurer in the entity's bank account. Participant money received may not be withheld by the leader for the purpose of expense reimbursement.

It is an acceptable standard practice for leaders to incur out-of-pocket expenses and obtain reimbursement from the entity treasurer. Large vendor payments (approximately \$2,000 or more) should be paid directly to the vendor by the entity treasurer, not the leader. Accordingly, while it is also an acceptable standard practice for a treasurer to advance money to leaders to cover out-of-pocket costs, these advances should also not be large (approximately \$2,000 or more).

Transportation

Consider the following when making transportation plans:

- Where is the meeting place?
- How will the group get to the trailhead/put-in/etc.?
- Will carpools be used or vehicles rented?

Important: *The Sierra Club insurance policy does not cover drivers, vehicle owners, or passengers.* For more information, see the Transportation section in Conducting an Outing, page 33.

Individual Leader Roles and Responsibilities

All outings that involve group travel should have someone designated as “point” and someone designated as “sweep.” Either an outings leader or a capable and trustworthy participant can be designated point or sweep. The point keeps track of the route and sets an appropriate pace. The sweep brings up the rear and ensures that no participant is left behind.

It is a good idea for the point and sweep to carry a method of emergency communication, such as whistles. Also, make sure the sweep is carrying a first aid kit to ensure that resources are quickly available in the event of an injury.

Count, count, count the outing participants throughout the day.

Trail Etiquette and Protocol

Make sure leaders and participants understand these points before the outing begins:

- The point is always in front; the sweep is always at the rear.
- The point or sweep should immediately notify the leader (if the leader is not the point or sweep) when someone insists on going forward or staying behind.
- Always stop at trail junctions and either wait for the rest of the group or, less preferably, ensure that the group member behind the leader knows which way to go.
- Assemble the entire group at least every one to one and a half hours, preferably more frequently.
- Keep the trail clear when stopping for breaks.
- When “nature calls,” tell participants to inform another group member or to leave their pack near the trail so that the sweep will not leave anyone behind.
- Stay on the trail and never cut switchbacks.

Participant Management During Layover Days or an Outing With Significant Free Time

Even though it is common to have down time, or “free days,” on longer outings, leaders are still responsible for the participants. Communicate the time frame and boundaries to participants before the free day.

- Ensure that the leader knows where participants are going and when they will return.
- Consider whether a buddy system is appropriate for the activity.
- Do *not* sign participants out—participants **may not sign out and then sign back in later in the outing.** The Club is responsible for participant safety and behavior for the duration of any outing. From a legal perspective, our attorneys have stated that a temporary sign-out would not provide any significant legal protection to the Club or a leader in the event of an accident.
- All activities should have a planned itinerary and time frame known to the leader.

Group Gear/Extra Leader Supplies

There are many variations of the “essential” items to carry, depending on the outing and the environment. Listed below are the concept-based Ten Essentials as adapted from the Mountaineers’ *Mountaineering: The Freedom of the Hills*. This is a good starting list of what a leader should consider bringing:

1. Navigation equipment (map and compass)
2. Fire (matches or lighters)
3. Signaling device (whistle or mirror)
4. Sun protection (sunglasses and sunblock)
5. Insulation (extra clothing)
6. Nutrition (extra food)
7. Hydration (extra water and/or the means to purify more)
8. Illumination (flashlight/headlamp)
9. First aid kit (see below)
10. Emergency shelter (trash bag/bivy sack/tent)
11. Bonus: Outing-specific repair kit (bike/raft/etc.), including tools

First Aid Kits

Leaders must bring a first aid kit on outings. This kit should include all the items necessary to address common wilderness-based emergencies, such as wound management.

First Aid Kit Content Considerations

- Number of people who may require care
- Number of days the kit will be in use
- Distance from definitive medical care
- Environmental considerations (cold, heat, altitude, endemic diseases)
- Availability of rescue (helicopter, pack animal, etc.)
- Preexisting medical problems of group members
- Leader medical expertise and/or expertise of other group members

Five Commandments of Wilderness First Aid Kits

Adapted from the Wilderness Medicine Institute of NOLS

1. It is impossible to assemble the perfect first aid kit, but outings leaders should still try. Leaders should keep track of things they wish they had brought on previous outings, and things they wish they had brought more of, and reassemble their kit periodically.
2. Repack or recheck the first aid kit before each outing. Check the expiration dates on medications; make sure sterile items have not been torn open, damaged, or dampened; and consider the specific needs that special trips might require. Replace items damaged by heat or cold. Remove unnecessary items (e.g., insect repellent when conducting a winter trip).
3. Leaders should not pack anything they do not know how to use. Before the trip, leaders should go through each item in the kit and familiarize themselves with what is there and how to use it.
4. Encourage, if not require, participants to pack and carry a personal first aid kit.
5. Remember that, ultimately, life and limb are not saved by a kit, but by knowledge and skill, and be sure to get properly trained.

Prescription Medicine on an Outing

Pre-Outing Notification

Leaders should repeatedly and clearly notify outing participants in pre-outing communications of the need to carry their regular prescription medications.

Type of Outing	Allowable Medications
Domestic Outings, Adult	Epinephrine (EpiPen only)
International Outings Participants on outings outside of the United States are not obliged to carry prescription medications but may carry those that are available and purchased over the counter in the country where the outing is conducted, even if the medications are only available by prescription in the United States. These medications are subject to all the requirements below, including the first aid kit storage and outing leadership training requirements.	Depends on country

Certification Process to Carry Prescription Medications on an Outing

- To carry an EpiPen, leaders and Outings Chairs must follow the Sierra Club’s Certification to Carry and Epinephrine and Anaphylaxis Protocol.
- Entities that wish to carry prescription medications on outings must adopt the Prescription Medication on Outings Policy, outlined here in its entirety, as their local policy. Because entities are not required to carry prescription medications on outings, those entities that do not wish to do so need not adopt this policy.

Obtaining Prescription Medications

Type of Outing	Methods for Obtaining Medications
Domestic Outings	Individual leaders are responsible for obtaining EpiPens for use on outings in a manner consistent with state law.
International Outings	Individual leaders may purchase prescription medications in the country where the outing is conducted, even if the medications are only available by prescription in the United States.

Prescription Medication Storage

The prescription medication must be carried for the duration of the outing in a pouch within a first aid kit that separates the prescription medication from other first aid supplies and nonprescription medications. Further, the first aid kit must contain (1) an information sheet or protocol for the prescription medication in the kit approved by the Medical Advisory Committee and (2) the Sierra Club’s Incident Report form.

Evacuation and Reporting

Whenever the prescription medication is used on an outing, the leadership of that outing must ordinarily initiate an evacuation and must always subsequently file an Incident Report form.

Outing Leadership Prescription Medication Training

At least one member of the outing leadership must have documented training in the use of the prescription medication carried. This “certification to carry” expires on the same date as the certification of the accompanying training (e.g., wilderness first aid, wilderness first responder) or three years from the date of completion of the training, whichever comes first. This training must follow the curriculum approved by the Medical Advisory Committee.

To learn more about the Certification to Carry Epinephrine and the Anaphylaxis Protocol (which leaders who choose to carry epinephrine must follow), see the Medical Protocols section on the Outings Extranet.

Food and Water Needs

Make sure the outings participants know whether they are responsible for bringing their own meals or meals and water filters are provided and/or shared. If meals are provided and/or shared, be sure to ask about dietary restrictions. When planning the route, ensure that there is sufficient water along the trail. If there is not, make sure that participants carry enough water.

Safety Management and Emergency Response Planning

Safety planning is not just a task to check off on the “leadership checklist.” Safety management is a state of mind and should be infused throughout the planning process for the outing. Leaders also need to make the participants aware of any risks associated with the outing. Good outing planning and anticipating potential incidents are the best ways to prevent an emergency.

Information to Collect

Hospitals: Know the locations of nearby hospitals and how to get to them.

Ranger stations: Know the locations of park ranger stations and if/when they are staffed.

Phones: Note the locations of nearby pay phones; determine whether cell phones work reliably in the area. It is generally not a good idea to rely solely on cell/satellite phones as a critical part of the outing’s safety management/emergency response plan.

Search and rescue: Note the contact information for the relevant providers of this service (e.g., park rangers) and, most important, find out under what circumstances they will provide assistance and evacuation.

On overnight wilderness outings, leaders should consider completing a safety management/emergency response plan before the outing begins. This plan should include the outing itinerary, emergency resources, and contingency/evacuation plans. One copy should stay with the leader in the field, and one copy should stay with the entity sponsoring the outing (e.g., the Group Outings Chair), a family member, or a friend.

Emergency Contact Information and Participant Medical Forms

Emergency contact information should be obtained from outings participants before the outing begins (the Sign-In Sheet and Liability Waiver includes a column for this). For overnight/multi-day outings and more rigorous activities, both participants and leaders should consider filling out Medical Forms to help in the pre-outing screening process. Leaders should then carry the completed Medical Forms with them in the field. (*Medical Forms are not necessary for most day hikes.*)

Restricted Outings

There are several outing types that may have additional risks to consider in safety management/emergency response planning. See Policies for Specific Kinds of Outings, page 48, for more information.

Publicity

Outing Publicity

All Sierra Club outings should be publicized. The Outings Chair can provide leaders with entity publicity guidelines. In addition to the local entity newsletter or web site used to notify Sierra Club members of outings, consider other avenues for publicizing outings—especially if participation is dwindling. Publicize outings in a wide variety of publications so different groups of people know about the outings. For more information, visit the Local Outings publicity section of the Outings Extranet.

Outing Announcement

The outing announcement should be as unambiguous as possible and should contain the following information:

- The outing date and cost, if any
- A brief description of the outing and destination
- The difficulty rating in unambiguous terms (if the local entity has a rating convention, use it)

- Any prerequisites for participants (such as experience, conditioning, and specific skills)
- The leader's name and phone number or e-mail address (so potential participants can ask questions before the outing)

Liability Waivers

Wherever outings are publicized, there must be a notice that advises potential participants of the need to sign a liability waiver. Chairs or Outings Chairs of a Club entity that runs outings must contact the appropriate editor or webmaster about the importance of such a notice. Here is the suggested notification language:

“All participants on Sierra Club outings are required to sign a standard liability waiver. If you would like to read the liability waiver before you choose to participate in an outing, go to the Outings Extranet or contact the Outings Department at (415) 977-5528 for a printed version.”

For a copy of the waiver, see the Sign-In Sheet and Liability Waiver in the Forms section, page 74.

Pre-Outing Communication

Prior to the outing, a leader should be available for questions. This can be done by listing a phone number or e-mail address in the outing announcement or by organizing a pre-outing meeting and publicizing it in the announcement. The goal should be to ensure that potential participants understand what the outing will be like and how they should prepare. For certain outings, a leader may also want to provide a brochure or equipment list. When talking with potential participants, remind them that they are required to sign a liability waiver. If an unaccompanied minor wants to participate in an outing, a Minor Medical Treatment Authorization and Consent form will need to be signed by a parent or guardian in addition to a liability waiver.

Screening

Pre-outing communication can also give the leader an opportunity to screen potential participants in terms of the appropriateness of the outing. Potential participants should be screened on the basis of group and individual safety. Leaders should make reasonable adjustments to the outing to allow interested participants to attend. Screening people to prevent participation in the outing is not the goal; the goal is to determine whether the outing is appropriate for the participant.

Participant screening is best done in advance but can also be done when the group meets at the trailhead. However, trailhead screening presents extra challenges, such as lack of privacy for sensitive discussions and lack of time for thorough discussions and decision making. Accordingly, leaders should plan on taking the extra time needed to appropriately screen participants.

A leader may use the following criteria to screen participants and guide them to a more appropriate outing if necessary:

- **Fitness:** Participants should be physically (including conditioning and stamina) and medically fit enough to enjoy the outing and not compromise their or the group's safety.
- **Experience:** Participants should have the technical expertise appropriate for the type of outing, such as off-trail travel, climbing, or whitewater paddling skills.
- **Equipment:** Participants should have the necessary equipment to participate in the outing safely, such as food and water, sturdy footwear, or a personal flotation device.

Screening and the Americans With Disabilities Act (ADA)

If a potential participant has a disability, there are additional criteria that must be considered; these are in accordance with the Americans With Disabilities Act (ADA):

- **Reasonable accommodation:** Can the person take part in the outing without the Club's incurring excessive cost or expending excessive effort to allow participation?
- **Safety:** Can the person take part in the outing without endangering him- or herself or others?
- **Fundamental nature of the outing/activity:** Can the person take part in the outing without fundamentally changing the nature of the activity?

Asking Good Questions

Ask good, open-ended questions with the goal of obtaining as much information as possible. It is the leader's role to judge the appropriateness of an outing for an individual, not to judge the participant by their general fitness and equipment. Here are some tenets of good questioning:

- Screening participants off outings is not the goal. Rather, the goal is to determine whether the outing is right for them. Consider framing the questions with “In order to assess whether this is the right outing for you, I want to ask you a couple of questions.”
- Asking a few good, open-ended questions solicits more information while putting the potential participant at ease. Open-ended questions tend to be

the who, what, when, where, why, and how questions. They ask for more information than a simple yes or no.

- Remember, the goal is to obtain as much information as possible. Questions that generate simple yes or no answers do not provide much information. It will then be necessary to ask the potential participant many more questions, which could make both the leader and the participant uncomfortable.
- If an outing seems inappropriate for a particular participant, make sure to discuss any concerns with the participant away from the group in a discreet manner.
- A leader should create opportunities for participants to come to him or her privately to discuss sensitive health and fitness issues.
- Asking personal questions in front of the group will likely not result in honest answers (e.g., “Does anyone here have a history of heart attacks?”; “Who has absolutely no experience?”).
- Always honor the participant’s dignity.

Sample Questions

Conditioning, stamina, and experience: The goal of these questions is to determine whether the outing is a good fit for participants physically. Here are some open-ended questions to help determine a participant’s conditioning and stamina.

- “What is your hiking [rafting/backpacking/skiing/etc.] experience?”
- “How often do you do this activity?” If the participant has never done it before, ask, “What sort of exercise do you do to stay fit?”
- “Have you done a hike of this length and duration before?”
- “How is your general physical condition? If you have any allergies or have had major injuries in the past, please come talk with me after the trailhead talk.”

Equipment: The goal of these questions is to help ensure that participants have the appropriate equipment for the activity (and not too much). A leader should use his or her creativity to describe to newer participants the value of and reasons for appropriate footwear, raingear, etc.

- “I see you are here in sandals/tennis shoes. Have you done a similar hike wearing them before? Can you describe the last outing where you used these and how they functioned?”
- “Did everyone remember to pack food, water, etc.?” (See the Ten Essentials list, page 64.)
- “Have you used this backpack [pair of boots/tent/sleeping bag/etc.] on an outing like this before, under what conditions, and how did it work for you?”

- “Are you used to carrying this much/little in your pack? I know that this weight in your pack is okay right now, but think how it will feel 10 miles in and 1,500 feet higher. Is there anything you would rather leave in your car to lower your pack weight?”

Steering Participants to More Appropriate Outings

It is best to get the participant invested in screening him- or herself off an outing. The leader should paint the real challenges of the outing and how the participant’s fitness or equipment may prevent him or her from having a safe and enjoyable outing. Here are some ways to discuss the suitability of the outing and to suggest alternative outings:

- “Generally this outing is more appropriate for people who are able to hike longer distances [for a longer time/at high elevations/in inclement conditions].”
- “I am concerned that this outing may be too long [hard/strenuous/etc.] for you and will not be enjoyable.”
- “Though this hike does not seem like a good fit for you, Mary is doing a great hike on Sunday that I think you might enjoy.”

If the leader believes that the outing is not appropriate for the participant due to fitness, experience, or equipment concerns and the participant does not agree, the leader has the authority and responsibility to deny participation in the outing. If possible, the leader should document this conversation. The leader should also encourage the participant to attend a future, more appropriate outing.

Outing Cancellation

If it becomes necessary to cancel the outing, all outing participants should be notified as soon as the decision is made. The leader should make sure to update the web site and refund any outings fees (if collected). If the outing is canceled and the leader chooses to lead the same or a similar outing as a non-Sierra Club activity (“go private”), all outing participants should still be notified that the Sierra Club outing has been canceled and all fees refunded.

Forms

Liability Waivers

All outings participants must sign a liability waiver prior to participation in any Sierra Club outing. A Sign-In Sheet and Liability Waiver is easier to keep track of than individual waivers. However, individual waiver forms are available and may be sent during pre-outing correspondence (usually used for longer outings). In the rare cases in which waivers are prohibited by government land agency regulation, all participants must sign an Acknowledgment of Risk form in place of a liability waiver.

Minor Releases for Unaccompanied Minors

If an unaccompanied minor is on the outing, the parent or guardian must complete the Minor Medical Treatment Authorization and Consent form in addition to the liability waiver.

Medical Form

If you are leading a rigorous, multi-day outing, you may want to consider using the Sierra Club's Medical Form. The Medical Form is designed to be used by outing leaders to find out in advance about special medical conditions participants may have, rather than learning about them in a crisis. Convey to participants that medical information is kept confidential and is seen only on a "need-to-know basis" and only by the outings leader, medical professionals, or others who understand the confidentiality of the information. The Medical Form is retained with the participant's liability waiver for six and a half years, after which it is destroyed. You can use the "How to Use the Medical Form" document on the Outings Extranet to learn how to read participant answers on the form and ask your participants better questions.



IV. Conducting an Outing

Transportation

Sierra Club Automobile Liability Coverage

IMPORTANT: *The Sierra Club insurance policy does not cover drivers, vehicle owners, or passengers. To reduce liability to the Club and its leaders, always follow the procedures below.*

The Club's auto liability insurance is quite limited.

- It does not cover physical damage to member vehicles or rented vehicles. The Club's general liability insurance may cover claims of bodily injury and property damage after the individual's personal insurance has been exhausted.
- It is in excess of the individual's personal insurance. This means the Club's insurance may pay only after the individual's insurance has been exhausted.
- It does not cover the individual; it only covers the Sierra Club.

Carpooling

Carpooling is defined here as the use of participant-owned vehicles, or a combination of participant-owned and leader-owned vehicles, for transportation to, from, and during Sierra Club outings. Such outings officially begin at the trailhead. *Car pool transportation is at the sole risk of the participants*, both driver and passengers, even if they are the leaders or staff of the outing or activity. If carpooling is to occur, **the leader is responsible for ensuring all of the following:**

- Participants must be advised in advance that the Club assumes no responsibility for car pools.
- Leaders must not assign which cars participants ride in. Leaders must limit their involvement to making participants aware of who needs and who is offering a ride. (This precaution limits exposure to liability as a result of carpooling activity.)

Leader-Provided Transportation

If transportation is part of the outing (e.g., a bus trip or other leader-arranged transportation), the outing begins at the point where the participants board the vehicle. The leader is responsible for ensuring the following:

- The driver must have proof of auto insurance that meets the minimum liability and collision coverage requirements for the state in which his or her car is registered.

- If the vehicle requires a special license to be operated, the procedures for passenger buses, page 35, must be followed.

Car Rental

The Sierra Club has a corporate auto-rental agreement. Refer to the Outings Extranet, <http://clubhouse.sierraclub.org/outings/common/transportation.asp>

Charter Air Carriers

When planning an outing, it is important to differentiate between in-country flights and charter flights:

- **In-country flights** are regularly scheduled flights within the country that any person can buy a ticket for (Anchorage to Fairbanks, Tucson to Albuquerque, etc.).
- **Charter flights (e.g., bush flights or fly-over trips)** are flights specifically hired by the leader or the Sierra Club to transport the leader and participants. These flights require a certificate of airworthiness and a certificate of insurance listing the Sierra Club as “additional insured,” and they have minimum liability limits (see below). Sierra Club insurance will cover only charter flights within the United States and Canada, so international outings will need to rely on in-country flights.

When using charter air carriers, the leader is responsible for ensuring the following:

- The National Office must be informed of the air carrier the leader would like to use.
- Necessary paperwork must be requested of the air carrier:
 - **A certificate of airworthiness** or some kind of documentation showing that the aircraft has passed its FAA or equivalent annual inspection and will be “in annual” at the time when the charter will occur. A copy of the logbook page showing the appropriate inspection stamp is sufficient.
 - **A certificate of insurance** naming the Sierra Club and its officers, directors, agents, and representatives as additional insured. This certificate must show a liability limit of no less than \$1 million per occurrence and \$2 million in the aggregate.
- The above paperwork must be sent to the Local Outings Manager at the National Office. Without these materials on file, the outing is not allowed to take place.

Sierra Club insurance will *not* cover any incidents related to air travel unless the above requirements are met. This means that if they are not met, the Sierra Club and the outing leader will be held financially responsible in the event of a lawsuit. In order to avoid this, follow the directions above.

Passenger Buses

A passenger bus or truck is defined as a vehicle that requires a specialized driver’s license to be operated. Although it would often be less expensive to use borrowed or rented buses or trucks with volunteer or employee drivers, it is the Sierra Club’s policy not to permit this informal type of group transportation for Club-sponsored activities. **When using passenger buses, the leader is responsible for ensuring the following:**

- The vehicle must be chartered with professional drivers.
- The bus company and the leader must sign a concessionaire agreement.
- A certificate of insurance must be furnished to the Sierra Club by the bus company or owner, naming the Sierra Club and its officers, directors, agents, and representatives as additional insured. See the Sierra Club General Liability Insurance section, page 43, for more information.

Outings involving charter bus transportation are more expensive and entail additional planning and paperwork. Here are some recommended guidelines to follow:

- Have only one person handle participant reservations.
- Require full payment in advance from all participants.
- State the refund policy on the information sheet about the outing. It should be fair yet firm.
- Inform outing participants about trip-cancellation insurance, which could help them reciprocate losses if they have to cancel. Sierra Club National Outings recommends a specific insurance provider to all participants. Contact the National Office for details.

Trailhead Talk

All Sierra Club outings should begin with some kind of trailhead talk where the outings leader welcomes the participants, sets the outing expectations and tone, and provides the opportunity for participants to ask any questions. In addition, the leader may explain trail conduct or safety issues, get waivers signed, introduce a conservation topic, and mention any other relevant topics. See the Trailhead Talk card in the Forms section, page 78.

Leave No Trace Outdoor Ethics

Leave No Trace outdoor ethics is an approach for responsible use of the outdoors that minimizes the impact of outdoor activities. The main principles are as follows:

- Plan ahead and prepare.
- Travel and camp on durable surfaces.

- Dispose of waste properly.
- Leave what you find.
- Minimize campfire impacts.
- Respect wildlife.
- Be considerate of other visitors.

Emergency Response

Managing emergencies in the backcountry can be stressful and difficult. See the Emergency Response Procedures card in the Forms section, page 78.

Whom to Call During an Emergency

When the outings group is able to communicate with the outside world, contact the appropriate authorities:

- **Frontcountry emergencies** (less than one hour from help):
Contact the local emergency medical system (e.g., 911).
- **Backcountry emergencies** (greater than one hour from help):
Contact the local search and rescue team (from the information in the safety management/emergency response plan), as well as the emergency medical system.

Life-Threatening Emergencies or Fatalities

After contacting the appropriate authorities, contact the Sierra Club Outings Department as soon as possible, at:

- 1-888-OUTINGS** (1-888-688-4647) for domestic calls
- 001-715-852-1701** for international calls

Outside of normal business hours, the message at 1-888-OUTINGS directs the caller to 1-800-564-6861. This number is always monitored by the Club's answering service. The caller provides basic information regarding the emergency and is then put on hold for several minutes while an outings staff person is located.

On-Outing Issues

Unfit, Inexperienced, or Ill-Equipped Participants at the Trailhead

If the leader believes that the outing is not appropriate for a participant due to fitness, experience, or equipment concerns, **the leader has the authority and responsibility to deny participation in the outing**. Ultimately it is up to the leader to ensure that the outing is safe and fun for all participants. Refer to the Screening section, page 28.

Lost Participant

If someone on an outing becomes lost, follow the Sierra Club protocol for finding lost participants: **A search for lost participants will not begin after dark unless there is good cause for alarm, and searching will not begin (or resume) until eight o'clock the next morning.** This protocol should always be mentioned in the trailhead talk.

The Club's years of outings experience have demonstrated that such occurrences are rare and do not justify the danger to other outings participants caused by undertaking night searches. In any event, the lost person should understand that there are usually several hours of daylight before 8 a.m. in which to attempt rejoining the group before a search begins.

With lost children, a leader's emotions, as well as the emotions of parents and other outings participants, often force action. If conditions necessitate a night search, proceed methodically. A closely spaced line of searchers is best. Amateur rescuers, by covering tracks or frightening a lost child with loud yelling, can make it even more difficult for experts to locate the child the next day.

Problem Behaviors on an Outing During an Outing

It is important to immediately address the problem behavior with the participant. Addressing problem behaviors can de-escalate conflicts by focusing on behaviors that can realistically be modified. Diplomacy and peer pressure are effective tools for resolving these types of issues. Either way, be kind but firm in stating the problem and what needs to change in order for the outing to continue. Be clear about these expectations. Pull the participant aside and speak to him or her in private, or ask someone on the outing who has befriended the person to talk to him or her. When speaking with the participant, do the following:

- Identify the participant's inappropriate behavior.
- Acknowledge and tend to his or her concerns.
- Explain and discuss that the person's behavior has an impact on the group, that the behavior needs to change, and that there will be reasonable, specific consequences if the behavior is not changed.
- Bring the participant back into the group with a sense of purpose and belonging (give the participant a task).

Removing a Participant From an Outing

If all attempts to deal with a participant's problem behavior fail, **the leader has the authority to remove that participant from the outing.** Leaders should *only* do this if the participant's behavior is truly disruptive to the progress or safety of the outing. Removing a participant from the outing should be treated like any other evacuation.

An outing leader faced with such a disruptive participant should observe the following guidelines:

Ideally, do not allow a participant to leave the outing alone.

This is a matter of safety for the participant and the protection of the Club. If a participant refuses to listen and decides to leave on his or her own, try to have the participant sign out and make sure another participant or leader witnesses the situation so that it is clear to all that the participant left of his or her own will. **Clearly determine whether the participant is willing or unwilling to leave the outing.**

If the person intends to leave, of his or her own free choice (and not in response to having been asked to leave by the leader), and it is not practical or there are no volunteers to go back to the trailhead with the participant, the leader must use judgment to assess the participant's ability to safely return to the trailhead and must later make efforts to verify that the participant returned safely. If the leader thinks the participant can make it back safely, based on an assessment of factors such as the participant's capabilities, difficulty, trail conditions, weather, etc., the leader can let the participant leave—after signing out. If the leader thinks the person's safety is in jeopardy, the leader should assertively try to dissuade the participant from leaving. If the person is determined to leave anyway, the leader should try to find a way to get the person back safely, either by finding the participant an escort or by rerouting or ending the outing.

If the person is not willing to leave and the leader cannot provide an escort, then the participant should remain on the outing, and the leader cannot insist that he or she leave. While it is the leader's right to ask the disruptive participant to leave, the leader can only force that person to leave if the leader is willing to escort the person back to the trailhead.

If a Leader Feels Threatened

Leader and participant safety is of the utmost importance. If a leader feels threatened at any time, the leader may consider doing the following:

- Attempt to address the participant's problem behavior in a way that diffuses the situation.
- Decide to continue or end the outing early.
- Use peer pressure to help manage the situation.

Make sure to document what occurred on the outing:

- Write down what happened.
- Write down the names of the affected parties and their contact information.
- Have witnesses write their own account of what happened.

After an Outing

Immediately report the incident in writing to the Outings Chair. The Outings Chair must take steps to investigate any reported problem behavior. The National Office has guidelines for the Outings Chair if he or she is uncertain how to proceed.

Dealing With Hostile Nonparticipants

Occasionally an outings group may encounter people who become confrontational. Regardless of the cause of the hostility, the best course of action is to avoid any conflict and quickly distance the group from the hostile nonparticipant(s). If the group feels overly threatened during the confrontation, or if any laws or land-use regulations are violated, contact the proper authorities as soon as possible. If authorities are contacted, be sure to submit a completed Sierra Club Incident Report form, and the National Office will provide follow-up advice and assistance.

Leaving an Outing Early

It is the leader's job to keep track of participants from the start of an outing to the end. If a participant wishes to depart from the group before the end of the outing, the leader must make sure the participant is signed out. If the outing is using the Sign-In Sheet and Liability Waiver (see Forms, page 74), then simply ask the participant to initial the "Early Sign-Out" column. If the outing does not use a sign-in sheet, ask the Outings Chair in advance for the sign-out procedure for the outing program. **Participants may not sign out and then sign back in later in the outing.** If the leader thinks the person's safety is in jeopardy, the leader should assertively try to dissuade the participant from leaving. If the person is determined to leave anyway, the leader should try to find a way to get the person back safely, either by finding an escort or by re-routing or ending the outing.

Ending an Outing

Before everybody goes home, make sure to take care of these details:

- Double check the sign-in sheet or outing roster to ensure that all participants are accounted for.
- Distribute outing evaluations to all participants if the outing-specific entity uses them.
- Invite nonmembers to join the Sierra Club. Have membership brochures available.
- Distribute any other Club materials available, particularly ones related to the outing's conservation message.
- Ask participants if it is okay for a leader and/or the Sierra Club to contact them in the future.
- Make sure everyone has a way home.
- Thank participants for their participation and invite them to join a Sierra Club outing again.



Photograph by Joseph N. LeConte
"Hungry Sierrans"

V. After an Outing

Reporting Accidents and Other Incidents

Incidents and illnesses on Sierra Club outings must be reported immediately using the Incident Report form. The Incident Report provides the Club with the information it needs to follow up with the leader and relevant participants, which is done for all but the smallest incidents. Incident reporting also allows the Club to develop an understanding of incidents throughout the outings programs and identify changes that should be made to protocols and training.

An Incident Report *must* be filed for:

- A fatality
- Any incident that requires search, rescue, or evacuation
- Any injury that requires advanced first aid
- Any injury that could have future complications or require medical attention after the outing (e.g., an animal bite or severe sprain)
- Any act of suspected sexual harassment or child abuse
- Any act that violates the law
- Any act that results in property damage that could result in a claim

An Incident Report does not need to be filed for:

- Minor injuries such as scratches and blisters
- Illnesses that will not likely have future complications

An Incident Report *may* need to be filed with only your sponsoring entity for other issues, such as problem behaviors, "near misses," etc. Check with your entity chair for such additional entity reporting requirements.

Please fax/e-mail and mail the original Incident Report, along with the following items:

- Sign-In Sheet and Liability Waiver or individual liability waiver
- Participant Medical Form and/or Patient Report, if applicable

Document Retention

All signed liability waivers, acknowledgment of risk forms, and Medical Forms must be kept on file by the sponsoring entity. As of 2004, documents should be kept on file for at least six and a half years. The entity's Outings Chair should provide guidelines for doing this.

For restricted outings, liability waivers and Medical Forms must be sent to the Sierra Club Outings Department within 30 days of the end of the outing.

Additional Ideas

Land Agency Report

If the outing required a special-use or commercial permit, file the required post-outing report with the land agency.

Final Touches

Though not required, these final touches will not only nicely “close” the participants’ outing experience but also improve the outings program and the Sierra Club as a whole.

Communicate with participants: If possible, keep in touch with participants after the outing. Let them know about events related to the conservation issues discussed on the outing or notify them of future outings that you lead. Many outing participants become devoted Sierra Club volunteers, activists, and leaders. Keeping in touch will help make that happen. Contact early departures and participants who had an injury, no matter how minor, to see how they are doing.

Prepare an outing write-up or slide show: Write an article about the outing for a Sierra Club newsletter or web site, or ask a participant to do so. Include photos if possible. These articles help spread the word about Sierra Club outings and inform other leaders of potential spots to visit or avoid. Slide presentations are also a great way to let people know about natural places to explore, enjoy, and protect.



*Photograph by Joseph N. LeConte
“Yosemite Sierra Club Cottage”*

VI. Sierra Club General Liability Insurance

Sierra Club and its entities (except the Sierra Club of Canada) operate under the same insurance policies. General liability insurance is purchased to protect against losses from acts that are unusual, unintentional, and catastrophic. Sierra Club insurance does *not* protect an individual against actions that violate Club policies or when driving a vehicle.

Domestic vs. Foreign Insurance

The Club has different insurance policies for domestic and foreign activities. The policies mentioned here are domestic policies unless otherwise noted.

Domestic insurance extends to activities of the Club in the United States and Canada.

Foreign insurance extends worldwide, except for the United States, Canada, and several excluded countries/territories, such as Puerto Rico. Call the National Office if you are uncertain of whether or not you need foreign insurance.

Commercial General Liability Insurance

Commercial general liability insurance provides coverage against claims for bodily injury, death, damage to property of others, or infringement on others’ personal and property rights.

- It is *not* a medical or accident policy to insure leaders or participants against losses from injuries.
- It does insure the Club, its employees, and its volunteers against liability to third parties for unintentional negligence and provides a defense against such claims.
- It includes exclusions regarding watercraft activities, challenge courses (e.g., ropes courses), and mountaineering outings. Leaders of these types of activities have to meet special requirements, outlined in the Policies for Specific Kinds of Outings section, page 48.

When Coverage Applies

For insurance coverage to apply, the following conditions must be met:

- The person must be an employee or a volunteer of the Club while acting within the scope of his or her authorized duties.
- The outing or activity must be a Club function that has been officially authorized or sponsored by the Club or one of its entities.
- The outing or activity must comply with all applicable Sierra Club policies and insurance requirements.

When the Club Will Defend a Leader in Case of a Lawsuit

The Sierra Club has a history of defending its leaders in legal actions in cases where leaders follow Club policies and act within their scope of authority as a leader. Standing Rule 5-1-1 provides that the Board of Directors may, in its discretion, provide by resolution for the indemnification or advancement of defense costs to a volunteer acting at the direction of, and within the scope of, his or her duties for the Club. Under California law, in order for the Board to authorize indemnification or advancement of defense costs, it must determine that the person acted in good faith and in a manner such person reasonably believed to be in the best interest of the Club and, in the case of a criminal proceeding, had no reason to believe that his or her conduct was unlawful.

When a Leader Needs to Obtain a Certificate of Insurance

Here are a few examples of occasions when a certificate of insurance is necessary:

- The property owner of (or agency managing) the land upon which an outing is conducted requests the Sierra Club to issue a certificate of insurance.
- An outing uses a concessionaire (such as a rafting guide service), in which case the Sierra Club requests the concessionaire to issue a certificate of insurance.

Obtaining a Certificate of Insurance From a Concessionaire

Before requesting a certificate of insurance from a concessionaire, determine if the Sierra Club needs to be named as additional insured (in general, it does). If this is required, make sure that the certificate *names the Sierra Club and its officers, directors, agents, and representatives as additional insured.*

Insurance Limits the Sierra Club Requires to Approve the Use of a Concessionaire

The Sierra Club's insurance requirements for general liability policies are \$1 million per occurrence and \$2 million in the aggregate. The protection and indemnity insurance policies held by some watercraft concessionaires are acceptable for some watercraft outings.

VII. Policies and Guidelines

Policies are the criteria established by the Sierra Club in order for Sierra Club outings to meet legal, insurance, and/or safety requirements. Some policies apply to all Sierra Club outings programs, and others are for specific programs or entities. All outings must follow the policies that apply to them.

Many outings policies are paired with a set of **guidelines**. These are suggested courses of action that an outings program should take in order to comply with the policy. Entities may choose whether to follow guidelines, but should have a solid rationale for any decision not to follow guidelines and must still adhere to the underlying intent of the policy.

Below are overviews of some of the more important outings policies and guidelines. More details and additional Club policies and guidelines can be found on the Outings Extranet.

Sierra Club Outings Policies

Definition of a Sierra Club Outing

A Sierra Club outing is a sanctioned Sierra Club activity in which a significant component is to take participants into the out-of-doors and that meets one or more of the following criteria:

- **Group management:** It is conducted as a group activity in which participants cannot come and go as they please or on which missing persons would be the Club's responsibility. Note: If there are no participants, only the outing's designated leader(s), the outing is considered canceled.
- **Remoteness:** It occurs in a place where public emergency services cannot be obtained as quickly as in an urban area.
- **Responsibility for safety:** Group safety is dependent on the competent leadership and emergency performance of the leader.



Photograph by Joseph N. LeConte
"Kern Dinner"

Co-Sponsored-Outings Policy

Some outings programs work with other local organizations, like the Audubon Society or a parks association, to co-sponsor an outing. This provides an opportunity to reach out to new constituencies, expanding the influence of Sierra Club and the local outings program. There are no extra approval steps for a co-sponsored outing as long as the local outings program ensures:

- The outing is advertised as co-sponsored by the Sierra Club and the co-sponsoring organization.
- The outing is led jointly by a Sierra Club outings leader and a leader/representative from another organization.
- All participants sign the Sierra Club waiver. In many cases, the participants and leaders will sign the waiver of the co-sponsor as well.
- One organization does not pay another for co-sponsorship.
- The co-sponsor does not ask for insurance coverage from the Sierra Club. If the other organization requests insurance coverage, please contact the Local Outings Manager.

First Aid

An important aspect of leadership is the ability to reasonably respond to emergency medical situations on outings or during other Club-sponsored activities. Leaders shall have completed first aid or comparable training and must maintain current emergency medical treatment knowledge appropriate to the location and the type of outing being led or activity being conducted. The leader shall also carry or have access to a first aid kit appropriate for the outing or activity. Club entities sponsoring outings or activities will set appropriate requirements for leader training to comply with this policy, and they will endeavor to provide any specialized training that may be necessary or desirable for the type of outing or activity. Refer to the OAPT Leader Standards Policy on the Outings Extranet for the minimum first aid training required of all Club outings leaders.

Third-Party Services

Any time a leader's plans involve the use of a third party—such as a guide service or chartered transportation—a signed agreement must be made between the outings leader and the third party. The Sierra Club provides forms for use in these situations. These forms will help the leader and the concessionaire agree upon the costs and the services to be provided on the outing. The agreement may be helpful in many situations, such as if a price higher than what was originally quoted is charged, or if the outing is canceled and a refund of the deposit is warranted.

Retaining third-party agreements: All agreements should be kept on file by the sponsoring entity for at least six and a half years.

Alterations to third-party forms: Alterations are allowable when deemed necessary by the outings leader. If the arrangement involves guide services or chartered transportation, any alterations must be approved by the Outings Department. Send a copy of the proposed changes to the Local Outings Manager.

Domestic Guide Services and Chartered Transportation

Outings leaders are responsible for obtaining a signed **Domestic Concessionaire Agreement** for domestic outings that use guide services in which the guide has some responsibility for safety or group management. Leaders must obtain a **Shuttle Service Agreement** for chartered transportation. Examples of such services include:

- Charter bus or charter shuttle outings
- Charter boat outings
- Charter flights
- River rafting
- Scuba diving
- Sailing
- Lake or sea kayaking
- Horseback riding
- Challenge courses
- Climbing or mountaineering instruction
- Lodging with guide services

If the outing is a restricted outing, a copy of the signed third-party agreement must be sent to the Outings Department along with the outing application and certificate of insurance.

International Third-Party Services

Leaders conducting international outings that use foreign concessionaires may find it helpful to use an **International Concessionaire Agreement** to clarify the services and payments related to the use of concessionaires.

Location Advisory

The OAPT established the location advisory policy to allow Sierra Club chapters to designate advisories and restrictions for areas the chapters identify as fragile, overused, etc. These advisories can also include areas where outings would be

beneficial for political and conservation-awareness reasons. When planning an outing outside of their local area, all outings leaders should check for a location advisory at: <http://clubhouse.sierraclub.org/outings/outreach/location-advisories>

The designations are defined below:

- An advisory is informational only and requires no action on the part of the outings leader.
- A restrictive advisory requires an outings leader wishing to lead an outing in a designated area to contact and communicate with the local chapter before organizing or advertising the event. The chapter has the authority to approve or deny the proposed outing, in accordance with the chapter outings location-advisory policy.
- A political advisory gives awareness to lands that are politically sensitive. Depending on the advisory, it could be either a good or bad idea to organize outings to the designated location.

Bike Helmet

Participants and leaders must wear appropriate safety helmets while riding on a bicycle outing.

Policies for Specific Kinds of Outings

The following types of outings are restricted and require approval by the National Office at least 30 days prior to being advertised. Below are summaries of the policies for these outings, followed by the basic requirements for approval. For more detailed information, visit the Outings Extranet.

Challenge Course Outings

Policy

A challenge course outing consists of a series of trust activities and physically challenging exercises that are designed to increase self-esteem, group relations, and the use of problem-solving skills. These activities often include high elements, such as those where participants are on belay. Although the Club may organize such outings, all outings involving challenge course activities are subject to additional requirements, including the completion of an application by the challenge course facility, proof of liability insurance and the ability to name the Sierra Club as additional insured, and proof of a safety inspection from an external inspector within the past year.

Note:

- Challenge course outings are not considered mountaineering activities.
- Challenge course outings do not include outings to rock climbing gyms.
- **Sierra Club outings to rock climbing gyms are strictly prohibited.**

Special Requirements

All challenge course outings must meet the following criteria:

- The challenge course must be led by trained facilitators of the concessionaire.
- Trained challenge course facilitators must supervise all belays.
- There must be a current, approved application on file for a challenge course before the course may be used for an outing.
- All participants on all challenge course high elements must wear helmets and harnesses.
- All challenge course participants must sign the Sierra Club liability waiver in addition to any waivers required by the challenge course.

Facility Requirements

All challenge course facilities must meet the following requirements:

- A representative of the challenge course (concessionaire or facility) must fill out the challenge course application (<http://clubhouse.sierraclub.org/outings/local/forms>) and return it for review by the Local Outings Manager.
- The challenge course operator must carry liability insurance and be able to provide proof of this coverage naming the Sierra Club, its officers, directors, agents, and representatives as additional insured.

The challenge course must receive regular safety inspections and must have had at least one safety inspection from an external inspector (independent from the concessionaire) within the past year.

International Outings

Policy

All international outings sponsored by chapters, groups, or activity sections must be approved by the Local Outings Support Committee (LOSC).

Insurance

Chapter, group, and activity section international outings must contribute to the cost of foreign liability insurance, which is different from trip insurance that is purchased to cover lost luggage, etc. This is because foreign-liability-insurance costs are not charged to all chapters, just those that use it to sponsor international travel.

- The price is reviewed each time the insurance is renewed. As of May 2007, the rate is \$5.25 per person, per day, including leaders. This rate may change, and leaders will be charged the rate in effect during the time of the outing.
- Entities can include this fee in the price of the outing.
- The outing must meet all insurance requirements to be covered.

Outing Requirements

Outings outside of the United States, its possessions, and Canada must meet the following criteria:

- Dates must be coordinated with National Outings.
- The entity must comply with Seller of Travel legal requirements.
- The outing must be consistent with the Club's ecotourism policy.
- The outing must have a significant conservation and/or fundraising component.
- The leader must examine or consult the following:
 - Current travel advisories as published by the U.S. State Department.
 - Visa and custom requirements per the appropriate embassy or consulate
 - Vaccine requirements and/or health advisories posted by the Centers for Disease Control and Prevention (<http://www.cdc.gov/travel>) or the appropriate health department
- If a leader is using a concessionaire, a concessionaire agreement must be completed and include a certificate of insurance naming the Sierra Club and its officers, directors, agents, and representatives as additional insured.
 - The leader must consult with the appropriate tourist board or embassy to verify that the concessionaire is reputable and licensed.

Leader Requirements

Prior to leading group or chapter international outing, all outings leaders must meet the national leader standards and any additional local standards.

Mountaineering Outings Policy

The Sierra Club has insurance coverage that allows for outings involving mountaineering hardware. Coverage is based on an explicit understanding between the Club and the insurer that the Club will continue to strictly regulate mountaineering activities, and in particular, mountaineering training and rock, snow, and ice outings. The mountaineering outings policy establishes the Club's risk-management requirements for these activities and is based on insurer requirements and expectations and Board of Director and Governance policies.

Definitions

Mountaineering outings are outings that require the use of ropes, runners, ice axes, or crampons (for this document, the foregoing list of items is referred to as "mountaineering equipment").

Snow/ice outings are the subset of mountaineering outings that involves the use of ice axes or crampons. Snow/ice outings are outings that require snow/ice equipment as a potential safety tool. On some outings, this equipment may not be used; on other outings, its use may be prolonged.

- No free-soloing or vertical ice climbing will be allowed on any outing.
- Entities may not run any mountaineering training outings in climbing gyms or similar facilities, since members can obtain this experience on their own.
- Entities may not run any mountaineering training outings that instruct first-time climbers or novice climbers without a minimum level of competence.

Outings Requirements

In order to run a mountaineering outing, there are specific requirements that must be met:

- The entity must be certified to sponsor mountaineering outings.
- The leader must meet the outings leader requirements for mountaineering, including special first aid requirements.
- The leader must secure an appropriately rated co-leader or assistant leader.
- The outing must meet chapter, group, section, or National Outings requirements.
- The outing must be approved locally.
- The specific outing must be approved by the Club's Mountaineering Oversight Committee (MOC).
- The leader must meet post-outing requirements.

Leader Requirements

Prior to leading a mountaineering outing, all outings leaders must:

1. Meet the outings leader standards established by the OAPT.
2. Be certified and current in at least basic first aid and meet other first aid requirements: One leader must be current in wilderness first aid (WFA); currency is considered good for four years.
3. Have a climbing résumé on file at the National Office. The climbing résumé should be updated every two years and should include:
 - Contact information (address, phone number, e-mail)
 - Date of résumé
 - Sierra Club membership number and expiration date
 - First aid training and currency (type of class, such as WFA, and when it was taken)
 - Recent training, if any, with some detail about the training, sponsor, and date
 - Recent relevant climbs—where and when, type of climb (rock, snow, canyoneering), level of difficulty, nature of participation (lead climber, follower, top-roped)

4. Receive approval from the person in the sponsoring entity who is authorized to review and approve mountaineering outing proposals.
5. Apply to and be approved by the MOC. The outing will not be approved until the leader meets the standards.

Assistant Leader Requirements

The assistant leader should have the same qualifications as the leader but need not have as much experience, unless the assistant is the more experienced and stronger leader and is mentoring the leader.

Refer to the Outings Extranet to review additional restrictions and protocols regarding mountaineering outings.

Watercraft Outings

Policy

Sierra Club watercraft outings shall be run in accordance with insurance requirements. Leaders shall have training and experience—including rescue skills—appropriate to the anticipated conditions and hazards. Participants shall be screened and shall sign waivers. Outings shall make use of appropriate safety equipment based on type of outing, environmental conditions, and local legal requirements.

Guidelines for Implementing the Policy

These guidelines are a comprehensive list of leader skills and best practices designed to support leaders who lead a wide variety of watercraft outings across the country and around the world. On the one hand, a leader of a two-hour canoe paddle in the local boat harbor should minimally be comfortable keeping a group together on the water, rescuing a flipped participant and returning them to their boat if needed, and anticipating any local motor boat hazards that may present themselves. On the other hand, a sea kayak leader of a seven-day Alaska Inside Passage expedition should be comfortable managing the group in a variety of sea states, self-rescuing, rescuing others quickly and efficiently if needed, and carrying and using appropriate safety gear such as tow lines, VHF radios, and flares. Leaders have to evaluate the difficulty and complexity of the planned outing and follow the relevant guidelines. These guidelines do not constitute training; it is each leader's responsibility to seek further on-water skills training from others, such as fellow Sierra Club leaders, local boating clubs, the American Canoe Association, or the British Canoe Union (North America).

Sierra Club groups, chapters, activity sections and subcommittees are encouraged to expand upon the following guidelines to reflect the type of watercraft outings that they conduct. The guidelines are relevant for:

- Outings that involve any use of watercraft, even if the use is incidental to a majority of the outing activities.
- Sierra Club leader-led watercraft outings where the outing leadership and group safety are provided for solely by the Sierra Club leaders.
- Concessionaire-led watercraft outings where the outing leadership and group safety are provided for by the concessionaire or a paid or unpaid third party.

1. Leader or Concessionaire Qualifications

- Have appropriate experience in the type of watercraft, type of water and geographical location;
- Have confident swimming abilities appropriate for the conditions that can reasonably be anticipated to occur on the outing;
- Have current knowledge of and experience with water-rescue techniques appropriate to the type of outing, type of watercraft, type of water, and geographic location. They should be confident in conducting rescues in the most difficult conditions that can reasonably be anticipated to occur on the outing;
- Be a leader in good standing in accordance with the Sierra Club leader qualifications (Sierra Club leaders only);
- Know, understand, and follow the activity- and geographic-specific guidelines;
- Maintain current knowledge of the maritime rules of the road for use when traveling in high-traffic waters;
- Receive approval from the Outings Chair or their designee to lead watercraft outings for that entity (chapter, group, activity section or subcommittee).

Though desirable, the above watercraft leader qualifications are not necessary for a Sierra Club leader on a concessionaire-led watercraft outing.

2. Participant Qualifications and Screening

- The leader or assistant leader shall screen all participants in advance of the outing to determine if they have the required experience, training and equipment to safely participate in the outing.

3. Best Safety Practices

- Outings leaders must follow all state and federal regulations for operating watercraft used for carrying passengers. Sierra Club entities conducting watercraft activities are responsible for understanding and complying with state regulations related to the type of watercraft activity being approved. For more information on state boating laws, see www.nasbla.org
- All participants shall wear activity-appropriate and securely fastened Coast

Guard-approved personal flotation devices (PFDs) at all times while on the water except when inside an enclosed cabin or on a sail or power boat with secure hand railings.

- Whitewater leaders should scout all Class V rapids prior to running them and should have previously navigated the rapids under similar flows and conditions.
- Participants shall wear whitewater helmets where conditions make the use of a helmet appropriate. On outings using concessionaires and hired guides, the guides shall follow industry practices for the river. On non-concessionaire outings, helmets shall be worn as follows: in kayaks in surf conditions, in whitewater kayaks and canoes in Class II water or higher, and in rafts in Class IV water or higher.
- Activity- and condition-appropriate safety and rescue equipment for the type of watercraft and water conditions shall be carried and be readily accessible for use by the leaders.
- Participants shall be dressed in appropriate protective clothing for the current and anticipated water temperature and weather conditions.
- On outings that involve traveling one mile or more from shore on oceans or large bays, leaders will brief participants on the associated hazards and plan for the event of a capsizing.
- Leaders should maintain an appropriate Leader/Assistant Leader to Participant or leader/assistant boat-to-participant boat ratio on all outings. Review the suggested ratios in the activity- and geographic-specific guidelines on the Outings Extranet.
- Kayaks and canoes shall use appropriate flotation devices when traveling in moving water (i.e. Class II or higher rapids).
- Water conditions (i.e. river flows, tides, etc.) and weather conditions shall be regularly reassessed during the planning and conducting of the outing.
- On a concessionaire-led watercraft outing, if a Sierra Club leader is confronted with a situation that does not meet basic safety standards, the leader should either work with the concessionaire to address the safety issues or change that part of the outing to avoid the safety issues.

4. Prohibited Watercraft Activities

- Watercraft may not be owned by the Sierra Club or purchased with Sierra Club funds.
- Watercraft over 50 feet in length may not be used unless operated by a licensed professional concessionaire such as a regularly scheduled public ferry.
- Any watercraft known or anticipated to be in an unsafe condition may not be used.

- Watercraft outings on Class VI rapids are not permitted.
- Outings shall not use the following types of watercraft: powerboats over 50 feet in length, Jet Skis or other similar powered personal watercraft, or power or sail watercraft used in races or speed contests.
- Outings shall not be held in countries listed by the U.S. State Department as off-limits to US citizens or as war zones.
- Inner tube activities are not permitted on Class III or higher rapids.

5. Alcohol and Illegal Drugs on Watercraft Outings

- Because group safety is the leader's responsibility, leaders will not consume alcohol while on the water or during the eight hours before leading a group on the water. Leaders are encouraged to limit their alcohol consumption at all other times.
- Leaders should discourage participants from using alcohol excessively or becoming intoxicated.
- Illegal activity, including underage drinking and the use of illegal drugs, is not permitted on Sierra Club outings.

6. Restricted Concessionaire-Led Outings

Watercraft outings that involve the hiring of a concessionaire or non-Sierra Club leaders (with or without payment) for guiding services (such as rafting or kayaking operators) require additional approval from the Outings Department in the National Office prior to being advertised or commitments made. The specific criteria for restricting certain watercraft activities are based upon insurance requirements and may change over time. For more details on restricted watercraft activities, please consult the Risk Management and Insurance Manual and the Watercraft FAQ on the Outings Extranet. Currently these activities include:

- Watercraft outings that involve the **operation or chartering of watercraft such as motorboats or small houseboats.**
- **Outings that use charter watercraft over 50 feet in length** (other than regularly scheduled ferries). These must be operated by a licensed professional concessionaire. If the watercraft is less than 50 feet in length, it is permissible for it be owned by the outing leader and to be used by participants, provided that no fee is charged for the use of the watercraft.
- **NOTE:** Outings that involve the renting of equipment only (such as canoes or kayaks) and no guiding services, **do not need approval** from the National Office. However, leaders should consider using a Schedule of Services for the rental agreement so as to clarify the obligations of rental entity.

Leaders must follow the restricted outing approval process as outlined on page 58.

7. Watercraft Outings in Foreign Countries

Planning a watercraft outing to a foreign country presents the leader with additional challenges in assessing the boating conditions, evaluating boats and equipment, and screening concessionaires. Here are some additional requirements and considerations:

- All international outings sponsored by chapters, groups, or activity sections must be approved by the Local Outings Support Committee (LOSC). Refer to the International Outings policy on page 49 to learn more.
- Leaders of international watercraft outings sponsored by the National Outings Program are required to screen the concessionaire by phone and discussing the items covered in the Concessionaire Agreement.
- International concessionaires must meet the Leader or Concessionaire Qualifications and follow the Best Safety Practices.

Leaders should:

- Ideally scout the outing either by visiting the area or by going on an outing that the concessionaire is leading;
- Consult the concessionaire's previous clients to determine the quality of the guides, equipment, and service;
- Plan to have multiple phone and e-mail conversations with the concessionaire;
- If a Sierra Club leader is confronted with a situation that does not meet basic safety standards, work with the concessionaire to address the safety issues or change that part of the outing to avoid the safety issues.

8. Activity- and Geographic-Specific Guidelines

The following activity- and geographic-specific guidelines are courses of action that leaders should follow and are available on the Outings Extranet:

- Sea Kayaking
- Flatwater Boating (e.g. canoeing and kayaking)
- Whitewater Boating (e.g. rafting, canoeing and kayaking)
- Geographic and Environmental Guidelines
- Special Hazard Considerations - Windsurfers and Kiteboards

Youth-Oriented Outings

A youth-oriented outing is an outing whose primary focus is to serve youths under the age of 18 without the supervision of a parent or guardian. Leaders of youth-oriented outings are subject to additional leadership requirements. These requirements include signing a code-of-conduct agreement, undergoing a criminal-background check, and participating in child-management and child-abuse-recognition training. Every entity offering youth-oriented outings must have

processes to ensure that leaders meet these additional requirements and provide prompt follow-up on any allegations of child abuse. Youth-oriented outings not run by Inner City Outings (ICO) groups will be treated as “restricted” outings and must meet the approval process defined at the national level.

Note: The ICO program is structured and managed to meet the requirements below, and this policy imposes no additional requirements on the ICO program. Some forms and reference materials used are borrowed from the ICO program, however.

Leader Requirements

Prior to leading a youth outing, all outings leaders must:

- Meet the national leader standards and any additional local standards.
- Complete a youth outing leadership application.
- Sign a code of ethics agreement.
- Pass a criminal background check (to be repeated every four years).
- Pass a Department of Motor Vehicles check every four years if driving youth participants.
- Complete the child abuse recognition and prevention training annually.

Currency

Regardless of level, every four years from the date the leader first met the requirements for leading youth outings, the leader must refresh OLT 101, first aid certification, criminal background check, and Department of Motor Vehicles check (if the leader will be driving youths); the youth outing leadership application and code of ethics agreement should be resubmitted.

Leader Screening

The leader-screening process begins when the leader submits the youth outing leadership application. The National Office funds and performs criminal background and Department of Motor Vehicle checks on all potential leaders of youth outings. A “pass” or “fail” result will be sent to the local entity to be filed. This information is held in strictest confidentiality; leaders are screened only for violent crimes and an unsafe driving record.

If a leader moves or has not been a resident of the state in which the leader leads outings for at least five years, a background check will be completed on the national (federal) level.

Appeals

If a leader feels for any reason that his or her background check is incorrect, an appeal process can be initiated.

Fees

Any charges associated with the leader screening process will be paid by the National Office; individual leaders are not responsible for these costs.

Record Keeping

The Outings Chair is responsible for ensuring that the leaders of youth outings meet all necessary criteria. These records will be kept on file with the local entity. The criminal background and Department of Motor Vehicles checks will be conducted by the National Office, and a “pass” or “fail” grade, not the check results, will be sent to the local entity (this is to protect the privacy of the leader).

Restricted Outings Approval Procedures

Before the outing, a leader must:

1. Meet all the leader requirements specified by the relevant policy. Leaders must meet special requirements to apply to lead a mountaineering or youth outing.
2. Review the outing to ensure that it meets the requirements specified by the policy.
3. Fill out the appropriate application. Applications can be found on the Forms page of the Outings Extranet. Send applications to the National Office.
4. If using a third-party for guiding or chartered transportation (regardless of whether or not the third-party is being paid for services), fill out the **concessionaire agreement**, ensure that the concessionaire signs it, and submit the form to the National Office.
5. Screen participants for the outing.

Within 30 days of the end of the outing, the leader must send the following information to the Local Outings Department:

1. A signed liability waiver from each participant
2. Payment for foreign liability insurance (international outings only)
3. An Incident Report form for any accident or incident that occurred on the outing (see Forms page 80)

If post-outing reporting requirements are not met within 30 days, a reminder letter will be sent to the leader and sponsoring entity. If, after an additional 30 days, post-outing requirements are not met, the leader will not be allowed to lead further outings until the requirements are fulfilled.

VIII. Resources

Outings Chairs

With all things outings-related, a leader should always consider the chapter, group, or activity section Outings Chair to be his or her primary resource for outings information. The Outings Chair is responsible for the following duties:

- Recruiting leaders
- Setting leadership and training requirements
- Communicating with and managing leaders
- Soliciting, reviewing, and approving outings proposals
- Managing finances
- Addressing complaints and problems
- Ensuring leaders follow Club policies and requirements
- Reporting incidents and managing risk on outings
- Keeping records
- Planning for succession

Electronic Resources

Outings Extranet

This has the most up-to-date information regarding outings. Leaders can download forms, refer to policies, and contact the National Office through the web site. The username/password are: clubhouse/explore.

- Outings Home: <http://www.clubhouse.sierraclub.org/outings>
- Local Outings: <http://www.clubhouse.sierraclub.org/outings/local>
- Inner City Outings: <http://www.clubhouse.sierraclub.org/outings/ico>
- National Outings: <http://www.clubhouse.sierraclub.org/outings/national>
- Training: <http://www.clubhouse.sierraclub.org/outings/training>
- Medical Resources: <http://www.clubhouse.sierraclub.org/outings/medical>
- Outings Policies: <http://www.clubhouse.sierraclub.org/outings/policy>
- Outings Forms: <http://www.clubhouse.sierraclub.org/outings/forms>

Training Materials

On the Outings Extranet leaders can find the following training materials:

- OLT 101, OLT 201, and ICO 101 teaching and study materials
- Conservation-through-outings teaching materials
- Child Abuse Recognition and Prevention training materials
- *How to Lead a Hike* video
- Other web-based training materials
- Outings Chair training materials

Leader and Event Recording System (LEADERS)

LEADERS (www.clubhouse.sierraclub.org/outings/leaders/) is designed to help Outings Chairs and their designees manage their outings program. The system helps track certifications, local and national trainings, provisional leads, and administrative roles for outings leaders. It is accessible via a web browser and can be used by any Outings Chair, ICO chair, or designated records manager. The system is completely integrated with the Sierra Club's membership database, so any contact information entered will update Club records.

Web Interactive Leader Directory (WILD)

WILD (www.tioga.sierraclub.org/Wild/) stores the contact information of Club leaders nationwide. Information about Outings Chairs and National Committee members can be found on WILD.

Sierra Club History Resources

Check out the following resources to learn more about the Sierra Club and its history:

- Sierra Club Outings history slide show (<http://clubhouse.sierraclub.org/outings/common/about-us/>)
- *Sierra Club: 100 Years of Protecting Nature*, by Tom Turner (Abrams, 1991)
- *The Sierra Club: A Guide*, by Patrick Carr (Sierra Club Books, 1989)
- *The History of the Sierra Club, 1892–1970*, by Michael P. Cohen (Sierra Club Books, 1988)
- *Voices for the Earth: A Treasury of the Sierra Club Bulletin*, edited by Ann Gilliam (Sierra Club Books, 1979)
- *John Muir and the Sierra Club: The Battle for Yosemite*, by Holway R. Jones (Sierra Club Books, 1965)

Leadership Resources

There is a wealth of technical and leadership training resources available both in and outside the Sierra Club. Several of the written resources that are used during national training events include:

- *Outdoor Leadership*, by John Graham
- *A Backpacker's Field Manual*, by Rick Curtis
- *The AMC Guide to Outdoor Leadership*, by Alex Kosseff
- *Leader's Reference Book*, by the Angeles Chapter Leadership Training Program



*Photograph by Joseph N. LeConte
"Reflections"*



Name	Date	Outing Title
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Outing Purpose Statement:

Conservation Topic:

Be sure to describe how you will implement your conservation topic.

Outing Profile Statement:

Include outing date(s), type, location, distance, duration, fees (if any) and level of difficulty.

Participant Profile Statement:

Include number of participants, participant focus (adult, single, family, minors), skill level (beginners/advanced) and equipment needed.

Leader Profile Statement:

Include number of leaders, roles, experience or skills needed and any equipment needed.

Outing Announcement:

Include outing date(s) and time(s), fees (if any), brief description of outing, difficulty rating, participant pre-requisites, leader name and contact information.

Trail Head Talk:

Include the tone you plan to set for your talk, a welcome greeting, trail conduct, safety guidelines, conservation topics, LNT points you want to cover and liability waiver information.

Document Checklist:

- Trailhead Talk Card
- Sign-In Sheet and Liability Waiver
- Minor Medical Treatment Authorization
- Emergency Response Card
- Incident Report Form
- Emergency Response - Patient Report
- Safety Management Plan (if desired)
- Leave No Trace Cards (for participants)
- Membership Brochures

Ten Essentials Checklist:

- Navigation (map and compass)
- Fire (matches or lighters)
- Signaling Device (whistle or mirror)
- Sun Protection (sunglasses and sunblock)
- Insulation (extra clothing)
- Nutrition (extra food)
- Hydration (and/or the means to make more)
- Illumination (flashlight/headlamp)
- First Aid Kit
- Emergency Shelter

Map: (Paste a photocopy, hand draw, or cut and paste electronically)

Use these symbols on your map:
(You can copy and move them around.)

- Trailhead = 
- End of outing = 
- Campsite = 
- Planned route = 
- Alternate route = 
- Escape route = 

- Water source = 
- Parking lot = 

Safety Management/Emergency Response Plan

Using this form: This form will help you capture information *before* beginning your outing. It is generic – make adjustments as needed. Leave a copy with your Outings Chair before the outing begins.

Key Information

<u>Trip name</u>		<u>Start date</u>	<u>End date</u>	<u>Total # of days</u>
<u>Primary outdoor activity</u>		<u>Number of leaders</u>		<u>Number of participants</u>
Total:		M:	F:	Total:
<u>Leader roles</u>		M:	F:	M:
1.	Entry location and time:			
2.	Exit location and time:			
3.	For Entry & Exit - give enough detail to locate on a map – such as map quad name, nearest road, name of trailhead. Use approximate times.			

Land Use and Agency

<u>Commonly used location name</u>	<u>Agency who manages this area</u>	<u>Agency contact person</u>	<u>Agency location</u>
(e.g., Ventana Wilderness)	(e.g., United States Forest Service)		
<u>Agency phone</u>	<u>Hours</u>	<u>Ranger station or outpost facility information</u>	

Medical Facilities

<u>Medical facility #1</u>		<u>Medical facility #2</u>	
<u>Name</u>			
<u>Address</u>			
<u>Phone</u>	<u>Hours</u>	<u>Hours</u>	
<u>Services</u>			

Additional Emergency Contacts

<u>Sheriff</u>		<u>Police</u>	<u>EMS or fire department</u>
<u>Name</u>			
<u>Address</u>			
<u>Phone</u>			

SAMPLE FORM

Itinerary

Day #	Date	Day	Route:
1			Include intended campsites and alternates, mileage, off-trail or on-trail, Direction of travel, known hazards, map names, trail names, and landmarks. Evacuation: Include distance and type of help available (roadhead, ranger station, etc.)
2			
3			
4			
5			
6			

7			
8			

Safety Management Checklist (all must be completed/packed before outing departs)

- Does the proposed itinerary **identify potential dangers** and **expected countermeasures**?
- Participant roster** (or Sign-in Sheet and Liability Waiver)*
- Signed liability waivers for each participant** (or one Sign-in Sheet and Liability Waiver signed by all)
- Two sets of Participant Medical Forms** (One set for leaders and a copy with each participant. Leaders should fill these out too. Form should include emergency contact information.)
- Copy of Safety Management Plan** left with a designated contact person (e.g., Outings Chair)*
- Patient Assessment Forms**
- Copies of permits**
- Group equipment list**
- Communication device** (whistles, cell phones, etc. Will it work in the field? Extra batteries on hand?)
- Emergency Response Card** (from the outings leader handbook)

***Make multiple copies of these forms. An extra copy should be left with your Outings Chair.**

For life threatening emergencies or fatalities, as soon as possible, contact the Outings Department at: 1-888-OUTINGS (1-888-688-4647).



Please complete this form and return it to your leader within 30 days.

We ask for this information so that our staff will know in advance of special medical conditions you may have, rather than learning about them in a crisis. Also, in the event of serious injury or illness, this form provides emergency medical personnel with a useful medical history. After reviewing this form, the leader may contact you to discuss whether the trip will be safe and enjoyable for you considering your medical history.

We will keep the information on this form confidential. It will be seen only by staff, medical personnel, or others who know and understand its confidential nature. The form will be retained along with your liability waiver for a period of time following the trip, after which it will be destroyed. If you choose not to go on the trip, this form will be destroyed immediately.

General Information

Name: _____ **Gender:** Male Female

Address: _____

City: _____ **State:** _____ **Zip:** _____

Home: () _____ **Work:** () _____ **Cell:** () _____

E-mail address: _____ **Date of Birth:** _____

Height: _____ **Weight:** _____ **Blood Pressure:** _____ **Resting Pulse:** _____

Emergency Contact: _____ **Relationship:** _____

Home: () _____ **Work:** () _____ **Cell:** () _____

If the above person is unavailable, please notify: _____ **Relationship:** _____

Home: () _____ **Work:** () _____ **Cell:** () _____

Medical Insurance Information

We strongly encourage you to have medical and evacuation insurance and to bring your insurance card or other documentation with you on the trip.

Company Name: _____ **Policy Number:** _____

Contact Phone Number (if applicable): _____

Allergies

Include medicines, foods, animals, insect bites and stings, and environment (dust, pollen, etc.). NONE

Allergy	Reaction	Medication Required (if any)

Medical History

Please list all prescription, over-the-counter, and natural medications you are taking. *Use a separate sheet if necessary.*

Medication Name	Dosage	Frequency	Side Effects (known & potential)	Reason for Taking

- Recent illness? _____
- Accidents, operations, hospitalizations? _____
- Recent exposure to infectious diseases? _____
- Do you have asthma? Yes No *If yes, please list any medications above.*
- Do you have diabetes? Yes No *If yes, please list any medications above.*
- Do you have a history of high blood pressure? Yes No *If yes, please explain on a separate sheet.*
- Do you have any problems with your eyes or vision? Yes No *If you wear prescription glasses or contacts, we recommend bringing a spare set.*
- Do you have any problems with your hearing? Yes No *If yes, please explain.*
- Are you pregnant? Yes No
- Do you have any bone, joint, or muscle problems? Yes No *If yes, please explain on a separate sheet.*
- Have you ever had a seizure? Yes No *If yes, please explain on a separate sheet.*
- Have you ever experienced altitude problems? Yes No *If yes, please explain on a separate sheet.*
- Do you have any other medical issues that might affect your participation in this trip? Yes No *If yes, please explain:* _____

- The outing may require vigorous activity, extended climbing and hiking, and other physically and mentally demanding exertion in isolated areas without medical facilities, medical providers, or means of contacting rescue or medical personnel. Please state below all physical or mental limitations and restrictions of which you are aware: *If you have no such limitations, please initial here:* _____

- **Tetanus:** It is strongly advised that you are inoculated against this fatal disease and you obtain a booster within every 10 years. The date of your most recent tetanus inoculation or booster: _____ / _____ / _____

Physical Examination

Date of most recent physical: _____ / _____ / _____ Physician's name: _____

Address: _____ Phone Number: _____

Physician's signature (if required): _____

❖ **Please notify your trip leader immediately if any information on this form changes.** ❖

Trip Name: _____ Trip Dates: _____

Signature (required): _____ Date: _____ / _____ / _____

Sign-in Sheet

Outing:
Leader:

Sign-In Sheet & Acknowledgment of Outing Member Respo

I understand that during my participation in this Sierra Club Outing, I may be inherent in each Outing and cannot be eliminated without destroying the unique dangers of serious personal injury, property damage, and death ("Injuries and Damages") from exposure to the hazards of travel and the Sierra Club has not tried to contradict or minimize my understanding of these risks. I know that Injuries and Damages are involved in adventure travel such as Sierra Club Out and for others around me in the face of such hazards. I further understand necessary to deal with the Injuries and Damages to which I may be exposed.

In consideration for my acceptance as a participant on this Outing, and the Outing, I confirm my understanding that:

- I have read any rules and conditions applicable to the Outing made available to me; I will pay any costs and fees for the Outing; and I acknowledge my participation is at the discretion of the leader.
- The Outing officially begins and ends at the location(s) designated by the leader and from the Outing, and I am personally responsible for all risks associated with this travel. This does not apply to transportation provided by the Sierra Club during the Outing.
- If I decide to leave early and not to complete the Outing as planned, I assume all risks inherent in my decision to go forward and waive all liability against the Sierra Club arising from that decision. Likewise, if the leader has concluded the Outing, and I decide to go forward without the leader, I assume all risks inherent in my decision to leave and waive all liability against the Sierra Club arising from that decision.
- This Agreement is intended to be as broad and inclusive as is permitted by law. If any provision or any part of any provision of this Agreement is held to be invalid or legally unenforceable for any reason, the remainder of this Agreement shall not be affected thereby and shall remain valid and fully enforceable.
- To the fullest extent allowed by law, I agree to **WAIVE, DISCHARGE CLAIMS, AND RELEASE FROM LIABILITY** the Sierra Club, its officers, directors, employees, agents, and leaders from **any and all liability** on account of, or in any way resulting from Injuries and Damages, even if caused by **negligence** any way connected with this Outing. I further agree to **HOLD HARMLESS** the Sierra Club, its officers, directors, employees, agents, and leaders from any claims, damages, injuries or losses caused by my own negligence while a participant on the outing. I understand and intend that this assumption of risk and release is binding upon my heirs, executors, administrators and assigns, and includes any minors accompanying me on the Outing.
- I have read this document in its entirety and I freely and voluntarily assume all risks of such Injuries and Damages and notwithstanding such risks, I agree to participate in the Outing.

Name	Signature	Addresses

Revised: March 18, 2002

and Liability Waiver

Date(s):	Page of
Assistant Leader:	

nsibility, Express Assumption of Risk, and Release of Liability

exposed to a variety of hazards and risks, foreseen or unforeseen, which are character of the Outing. These inherent risks include, but are not limited to, the Injuries and Damages can occur by natural causes or activities of other persons, result of negligence or because of other reasons. I understand that risks of such Injuries and Damages are involved in adventure travel such as Sierra Club Out and for others around me in the face of such hazards. I further understand necessary to deal with the Injuries and Damages to which I may be exposed.

services and amenities to be provided by the Sierra Club in connection with the

ble to me; I will pay any costs and fees for the Outing; and I acknowledge my

Sierra Club. The Outing does not include carpooling, transportation, or transit to and from the Outing, and I am personally responsible for all risks associated with this travel. This does not apply to transportation provided by the Sierra

sume all risks inherent in my decision to leave and waive all liability against the leader, and I decide to go forward without the leader, I assume all risks inherent in my decision to leave and waive all liability against the Sierra Club arising from that decision.

law. If any provision or any part of any provision of this Agreement is held to be invalid or legally unenforceable for any reason, the remainder of this Agreement shall not be affected thereby and shall remain valid and fully enforceable.

AIMS, AND RELEASE FROM LIABILITY the Sierra Club, its officers, directors, employees, agents, and leaders from **any and all liability** on account of, or in any way resulting from Injuries and Damages, even if caused by **negligence** any way connected with this Outing. I further agree to **HOLD HARMLESS** the Sierra Club, its officers, directors, employees, agents, and leaders from any claims, damages, injuries or losses caused by my own negligence while a participant on the outing. I understand and intend that this assumption of risk and release is binding upon my heirs, executors, administrators and assigns,

all risks of such Injuries and Damages and notwithstanding such risks, I agree to

	Home Phone	Emergency #	Car License	Early Sign-Out
		Name/Relation		

*If a minor is going on the trip, the minor's guardian must sign on the minor's behalf.

This information must be presented before every Sierra Club outing. While some topics might require less detail on a short day hike, it is important that each topic is covered. The information can be presented in any order, and some topics may be presented during a pre-outing meeting. See Outings Leader Handbook or Outings Leader Training 101 for more details on these topics: <http://clubhouse.sierraclub.org/outings/training/>

1. Welcome and Introductions

- Gather the group together and introduce yourself/other leaders
- Set a warm, welcoming tone by asking participants to introduce themselves and where they are from
- Consider an ice-breaker “name game” for longer trips

2. Roles and Expectations

- Explain the leader’s role and responsibility to the group
- Set or reaffirm the leader’s expectations for the outing
- Ask participants for their expectations and concerns

3. Complete Paperwork and Sign Waivers

- Present the liability waiver, and make sure that all participants understand it (usually done at initial group meeting place)
- Have all participants read and sign a liability waiver
- Make sure that you have medical authorization forms for all unaccompanied minors

4. Introduce the Conservation Message

- Introduce the issue you plan to discuss, materials you plan to hand out, etc.

5. Route Plan and Trail Conduct

- Describe the day’s route and travel plan
- Designate “point and sweep” and set rules for group travel
- Explain “Pack it in/Pack it out” and other Leave No Trace highlights that apply to your outing

6. Safety Issues

- Explain what to do if one becomes separated from the group
- Describe the inherent risks involved in this activity
- Describe environmental risks the group might encounter
- Briefly describe your safety management plan
- Make sure all participants are comfortable with the risks
- Explain why hydration is important

7. First Aid

- Inform participants as to which leader is in charge of first aid
- Point out the location of the first aid kit
- Ask if anyone has medical issues that you should know about
- Describe proper foot and blister care

8. Equipment and Food

- Make sure that all participants have proper gear, food, and clothing

9. Are you ready to go?

- Answer any last-minute questions, then go for it!

Ending an Outing – before everyone goes home, make sure to take care of these details:

- Double check the sign-in sheet or trip roster to ensure all participants are accounted for
- Distribute outing evaluations to all of your participants, if your entity uses them
- Invite non-members to join (have brochures with you)
- Distribute any other Club materials you have, particularly ones related to your conservation message
- Ask participants if it is okay for you and/or Sierra Club to contact them in the future. If not, make note of it on sign-in sheet!
- Make sure everyone has a way home
- Thank them for their participation, and invite them to join a Sierra Club outing again

Sierra Club Outings Emergency Response Procedures for Leaders

Scene Management:

1. STOP. Get calm and stay calm
2. Protect yourself and your group members
3. Reestablish primary leader and first aid leader
4. Survey the scene (Is it safe? What happened? How many victims? Can bystanders help?)

Patient Care/First Aid: (Stay within your level of training!)

1. Get consent to help the patient. (unconscious = consent)
2. Use protective barriers (gloves, breathing device)
3. Check the **ABCs** and address life-threatening problems
 - **Airway:** Is the patient’s airway clear?
 - **Breathing:** Is the patient breathing?
 - **Circulation:** Is there life-threatening bleeding?
4. Do a secondary survey and record patient information (use the **Patient Report Form** as a guide)
5. Stabilize patient and scene *before* sending for help

Develop an Evacuation Plan

(The **Patient Report Form** has an *evacuation plan template on the back.*)

- How are you going to safely get the patient help?
- Considerations: urgency, distance, terrain, group strength, route, communication devices.
- Write down the plan.
- If your group splits up, make sure each party has identical copies of the evacuation plan.

Self-Evacuation (unaided by those outside your group)

- Never let anyone walk out unaccompanied.
- A leader should accompany the evacuation.
- A party of four or more is necessary for longer evacuations (longer than one hour).

Sending a Messenger Team For Help

- Team size of four is ideal.
- Team should have necessary gear and food to be self-sufficient.
- Team should carry copies of the evacuation plan (see reverse) and patient report(s).
- The patient(s) and field group should stay in one place, so that a rescue team can find them.

Who to Call

When your group is able to communicate with the outside world, do the following:

- **Frontcountry Emergencies** (< one hour from help): Contact the local Emergency Medical System (i.e., **911**)
- **Backcountry Emergencies** (> one hour from help): Contact the local search-and-rescue [this info should be in your Safety Management Plan], as well as the E.M.S.

For all life-threatening emergencies or fatalities:

As soon as possible, contact the Sierra Club Outing Department at: **1-888-OUTINGS** (1-888-688-4647) or **001-715-852-1701** if calling internationally.

Forms mentioned on this card can be downloaded at: <http://clubhouse.sierraclub.org/outings/forms>



SIERRA CLUB OUTINGS

85 Second Street, Second Floor
San Francisco, CA 94105
Phone: 415-977-5522
Fax: 415-977-5795
outings.sierraclub.org

Sierra Club Incident Report Instructions

The Incident Report provides the Sierra Club with the information it needs to monitor and learn from incidents throughout the outings programs and to determine whether additional investigation is required. Trip leaders are responsible for reporting all incidents and illnesses **immediately** after the outing using this Incident Report. Failure to report incidents may jeopardize the leader and the Sierra Club. During the time of the incident, use the Patient Report or similar medical field assessment form. You can download both the Incident Report and Patient Report from the following extranet site:
<http://www.clubhouse.sierraclub.org/outings/forms/>

An Incident Report must be filed for:

- A fatality.
- Any incident that requires search, rescue or evacuation.
- Any injury that requires advanced first aid.
- Any injury or illness that could have future complications or require medical attention after the outing (e.g., animal bite or severe sprain).
- Any act of suspected sexual harassment or child abuse.
- Any act that violates the law.
- Any act that results in property damage that could result in a claim.

An Incident Report does not need to be filed for:

- Minor injuries such as scratches and blisters.
- Illnesses that will not likely have future complications.

An Incident Report *may* need to be filed with only your sponsoring entity for other issues such as problem behaviors, “near misses”, etc. Check with your entity chair for such additional entity reporting requirements.

Please fax/email and mail the original Incident Report including the following items:

- Sign-in sheet or individual Liability Waiver.
- Participant Medical Form and/or Patient Report, if applicable.

Please send your report to:

Email reports to: local.outings@sierraclub.org

Fax reports to: (415) 977-5795

After emailing or faxing, mail original report, medical forms & participant waivers to:
Sierra Club Outings

85 Second Street, 2nd Floor
San Francisco, CA 94105

Life-threatening incidents/emergencies/fatalities that require rescue or evacuation should be reported immediately by telephone to the Sierra Club Outings Department at:

1-888-OUTINGS (888-688-4647)

or 001-715-852-1701 if calling internationally

Incident Details

Date of Incident: ___ / ___ / ___ Time ___:___ am pm

Weather Conditions:

Location:

Brief factual description of injury or illness:

First aid provided (including any medication):

By whom:

Provide full description of the incident including preceding events and conditions, and all measures taken after the incident. Do not state any opinions regarding the cause (use additional sheets if necessary).

Activity participant was doing when incident occurred

- Car Camping
 Cycling
 Hiking
 Hiking with pack
- In camp
 International trip
 Kayaking:
 sea lake
 Mountaineering

- River activity:
 kayak raft canoe
 Skiing:
 x-country alpine
- Sledding
 Service Trip
 Swimming
 Other:

I have supplied the confidential information requested above for the Sierra Club, its insurance company, and its attorneys.

Signed _____ Date _____

Email reports to: local.outings@sierraclub.org
Fax Report to: (415) 977-5795

After emailing or faxing, mail original report, medical forms & participant waivers to:
 Sierra Club Outings
 85 Second Street, 2nd Floor
 San Francisco, CA 94105

This report is intended to be confidential for transmission to and use by Sierra Club attorneys for litigation arising out of claims.
 Revised: June 2010



SIERRA CLUB

OUTINGS



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