Mt. Hood Ski Patrol
Snojob
December 2015

MESSAGE FROM THE PRESIDENT

Thank You and Awards

By Jaye Miller, President, AP 1437

Trainers, Helpers, Supporters, Patrollers and Hosts - Thank You

Thank you everyone for your hard work during the last 3 months. Cleo Howell for coordinating the OEC refreshers, Carl Gatzke for coordinating Chair Evac training, Pat Stevens for coordinating our BBQs. Thank you to the Instructors who helped with these events. Thank you to the APCs for behind the scene efforts in getting ready to hit the slopes! Thank you to our committees, coaches and clinic coordinators for getting the calendar ready for this coming season. Also a thank you to Patrick Cummings for the Vision 2020 White page - you can read his efforts in this issue. And a personal thank you to Kathy Lee and Pat Steven for proofreading my Snojob articles. Thank you to anyone I missed.

Thank you leads us to awards!!!

We are members of NSP and NSP has a long list of awards. I want us to win many of those awards this year. To get the process started, we need patrollers and hosts to brag about their fellow patroller's or their own efforts. Add a quick note to the greensheet, the award (if you know which award), and list the patrollers involved. Or email us at the "topics" email address (listed on the dispatch page just below the event calendar). Or email a Council member or myself. We are good at offering our help. We are bad at taking credit for it. Let's get a little better at submitting our patrollers for awards and getting recognition from NSP for their service.

ADMINISTRATION

History of the Bylaws and Vision 2020 Committee

By Matt Rea, HC 1138

An Analysis of the Organizational Structure of MHSP and Potential Improvements

In 2013, the Executive Council recruited several members to examine a broad range of issues, all directly or tangentially connected to concerns about the Patrol's Bylaws. This group consisted of Larry Church, Patrick Cummings, Eric Einspruch, and Matt Rea. This bylaws committee quickly split the questions the council had asked into two broad categories.

First were some concrete, comparatively easy questions to answer: Were the patrol's bylaws in compliance with Federal and State law for non-profits? Did the patrol need to adopt several policies that council members had heard of (whistle blower policy, conflict of interest policy)? The committee's work on these issues culminated in the adoption of several policies that the State of Oregon suggests non-profits maintain, and the small changes to some bylaw language that was adopted in the spring of 2014.

Second, the council had some more broad, philosophical questions the committee was presented. Why does the patrol have a "Council" rather than the more common "Board"? Where should patrol positions be defined with regards to roles & responsibilities? Can/should the patrol rely more on committees for tackling problems facing the patrol?

This second set of questions led the committee to do a deeper dive into the patrol's organizational structure, and to compare the patrol's structure to a variety of other non-profit organizations. The result of this examination was the realization that the patrol was structured differently than any other organization we looked at, and apparently differently than most guidelines for the establishment of non-profits suggest.

The committee was quickly finding that examining this issue raised more questions than it provided answers. Opening Pandora's Box on the issue of how the patrol was structured had quickly expanded the scope of the problem beyond what the Bylaws Committee was created to deal with. It was therefore the committee's suggestion that the council form a new committee, tentatively called the "MHSP Vision 2020" committee, with a broader mandate to dive into some of the questions and problems unearthed by the Bylaws Committee. These questions included:

1) Why is the Patrol structured the way it is?
2) Is the current structure the best way to organize the patrol, or should another structure be considered?
3) Where is the patrol going to be in 2020? How will it get there?
4) What other challenges are facing the patrol in the next 5 years, and how can we be organized to meet those challenges?

Matt Rea and Patrick Cummings agreed to move forward on the new committee, and Patrick Cummings consolidated some of the initial findings of the Bylaws/Vision 2020 committee into the white paper that he will introduce to everyone in this month's Snojob. Please take the time to read his summary, and the full paper if you have time. It raises some important questions about the patrol's future and asks for everyone's input on how to move forward.

Should the Patrol Reorganize?

By Patrick Cummings, HP 1618

An Analysis of the Organizational Structure of MHSP and Potential Improvements

I love patrolling – and I assume if you're a part of MHSP that you do too. Every time I patrol I get to work and ski with great people who are doing excellent work on the hill. There's no problem with the people in this organization. The question is, can we ***as an organization*** do a better job of meeting the needs of everyone who is part of the patrol? I think the answer is yes, and would urge everyone to take a little time to read this piece and the larger paper I reference and give some thought to the issues identified.

Matt Rea has shared a little of the background on the committee that came to be called the "Vision 2020 Committee." We were tasked with the somewhat amorphous and philosophical job of examining why MHSP is structured so differently from other non-profit organizations, and what the patrol should look like in 5 years.

The result of this work was a white paper I wrote for the council last May entitled, "'Vision 2020' White Paper – Organizational Structure, Communication, & Culture." A big thank you for helping to create all the material that went into this paper goes to Larry Church, Eric Einspruch, and Matt Rea, who served on the Bylaws committee. I'll try to summarize what the findings were in this piece, but if you're interested in this topic (and I hope everyone will be) the full piece can be found on the MHSP website at:

http://181.224.137.79/~mthoodsk/www/uploads/Main/Vision%202020.pdf

In analyzing the patrol's structure I was quickly reminded of the old management axiom that "Structure follows strategy," the idea that any organization is structured in order to best implement the strategy of that organization. To examine whether the patrol's structure was the optimal way to meet our strategy presented an immediate problem: What is MHSP's strategy as an organization? The short answer is that we don't have one. Most

organizations, and certainly successful organizations, have clearly articulated plans for where they are going and how they are going to get there, but we lack this big picture view.

This leads to the easiest recommendation to adopt in this analysis: The patrol should have a committee in place, preferably a permanent, standing committee, dedicated to creating and maintaining a long term strategic plan for the patrol. Where will MHSP be in 3 years? 5 years? 10 years? How will we get there? I have no answers to these questions, but having them clearly written out is an important step that can foster good, open discussion about the patrol's direction.

With no clear strategic imperative to guide the patrol's structure the question of why the patrol is organized in its current format and if that structure is appropriate to meet the patrol's needs is challenging. It became necessary to back into a useful examination of the patrol's structure; to analyze it from the bottom-up rather than the top-down. I did this through a series of discussions in both formal and informal settings with patrollers, as well as current and past patrol leaders. The question I sought to answer was, "What are the challenges facing the patrol?" and "Are we organized to effectively respond to these challenges?"

The answer to the second question – and I base this on years of examination of this issue, and interviews with many patrollers representing a broad cross section of the patrol - is "No". Some of the main issues among patrollers pointed to a lack of clarity about the patrol's structure and operations, particularly among newer patrollers: Who do I report to? Who do I approach with problems? How do I become more involved? Does anyone appreciate the work I'm doing? All these issues point to a lack of clear organizational lines of communication, and a breakdown in the way patrollers are integrated into the patrol's structure when new to the organization.

Among experienced patrollers, a lack of organizational clarity serves as a roadblock to becoming involved as patrol leaders. The concept of volunteering for council positions was often accompanied by references to "all the tea in China," or "point of a gun." More than one person said that they wouldn't wish a council position on their worst enemy. Why is this? There seem to be two closely related reasons: First, there is a lack of opportunity to take on a small role in the organization's leadership – it is an all-or-nothing proposition. Second, due to the way the patrol is structured, many of the council positions are tasked with a huge and ill-defined portfolio of responsibilities – both operational and strategic – that make their jobs very difficult and unappealing to take on. The lack of a clear organizational structure also limits the ability of these leaders to delegate some tasks, creating a span of control problem that compounds the difficulties of the job.

This brings up the challenges facing patrol leadership. For many council members, the current patrol structure conflates the duties of day-to-day/operational patrol tasks with the longer term strategic goals that would more commonly be the job of a board of directors. I refer in the paper to these positions as "dual portfolio" positions, and would include the Patrol Chief, First Aid Chief, Associate Director, Nordic Director, and Mountain Host Director. On the current council you could add Cleo Howell serving as both VP and running the OEC refreshers, which is a full time job by itself.

In a typical organizational structure, these leaders would be given a clear strategic goal (ensure we have enough patrollers dispatched every weekend, make sure all patrollers meet their OEC requirements, etc.) and then would be allowed to make whatever operational decisions were needed to meet that goal, subject to the oversight and input of an elected board of directors.

As things currently stand, these leaders are tasked with those duties ***and*** participating in the long term strategic oversight of their own position and that of their peers ***and*** (hypothetically) the long term strategic management of the organization as a whole. It's no wonder that many aren't willing to take on such a huge and unmanageable task. It's akin to asking Neil Olshey to be GM of the Blazers, the coach, the equipment manager, the treasurer, and the backup point guard.

These challenges are identified and discussed in more detail in the white paper. They create a difficult feedback loop – patrollers are frustrated by aspects of the patrol, but either see no way to get involved to help or perceive it to be an impossible task; patrol leaders are overwhelmed; frustration mounts, heaping more pressure on patrol leaders;

etc. Other organizations I examined for this paper are more successful at breaking (or avoiding) this pattern, and their structure would appear to be one of the ways they are more responsive to members.

To that end, the appendices of the paper outlines what an organizational structure more typical of non-profit and membership organizations would look like if grafted onto the MHSP. Let me reiterate here a point made in the paper: **This is not a firm or final suggestion, it is simply a thought-exercise intended to start a discussion of the patrol's organization and to solicit everyone's input.**

Clothing Committee

Ian Lass HP# 1714

Hey all, the clothing committee is currently undergoing some transitions. Here are a few key things that you will be seeing in the very near future:

New C.C. Team – We have set up a team consisting of five people (so far) to help run the clothing committee. This will help to keep things running smoothly, should someone be out of town or down with a cold we can substitute for one another at meetings and events.

New Products – We will be phasing out the current clothing line and we will be introducing new clothing items with new designs, aimed to be more modern and more stylish. Should an item that was previously available have enough demand to be brought back, we will put in orders for it; however, please understand that many of these items are bought in bulk and for some items we cannot field "one-off" requests… but it never hurts to ask.

Online Store - We will be working to set up an online store where patrollers can buy the gear we sell. More info coming soon…

More Non-MHSP Member Friendly Gear – We'll have an extended line of clothing that non-MHSP members can wear. Per the U.S. Forest Service, non-members cannot have any clothing items with the MHSP/U.S. Forest Service shield, or any representation of the shield (i.e. an outline of the shield), and per the MHSP council, they cannot have crosses; this prevents untrained persons from being mistakenly identified as a trained emergency medical responder, especially should an emergency situation arise. It also prevents non-members from falsely representing the MHSP. Once apprentices have completed their OEC training and on-hill training AND gone through the graduation ceremony and received their MHSP patrol number, they can then begin wearing clothes with shields, crosses etc.

Lastly, I know many of you have ideas and suggestions to give about clothing items we should stock, or designs we should put on clothing. I'm asking that if you have an idea, please hold on to it until we send out a request for ideas en masse.

If you'd like to help be a part of the creative team and also help out with the clothing committee, and you believe you possess the qualifications to help with the creative process, feel free to email me at oregonoutback@hotmail.com and we can chat.

Note: Hill Captain shields are in the manufacturing process and should be available soon.

PATROLLER OPERATIONS

Lost Your Silver Shield Pin?

Clothing committee is taking orders

If you've lost your silver shield pin and would like a replacement, please bring a check for $7.00 to the December General Meeting. We will have them back to you before the banquet, May 14 at the Red Lion on the River.

Seniors Program - Best Path to Becoming a Better Patroller

By Doug Stanton - Wy'east Region Senior Ski & Toboggan Advisor

You've heard me many times promoting the NSP Senior Patroller program as the best development tool available to all Hill and Associate patrollers. Yet participation has been consistently low year, after-year. I've talked with many of you about challenging yourself to develop improved patrolling skills and have been met with many reasons for not taking the next step. So rather than repeat myself one more time, I've reached out to patrollers that have completed all or a portion of the Senior program for their thoughts.

Andrew Degner

"I completed both NSP Senior OEC and S&T training programs. Completing these programs has given me the additional confidence in carrying out all hill patrol duties including patient assessments, stabilization, transportation, and managing multiple patient incidents. In addition, the program has introduced me to fellow patrollers all over the region, strengthening the bonds with patrollers from our patrol and those from other patrols. I would recommend this program to all current patrollers who have not yet participated. If you have any doubt in your OEC, skiing or toboggan handling skills, you should take advantage of the Senior program. You owe it to yourself as well as the patients you'll be attending too."

John Roshell

If you are serious about ski patrolling, then the Senior program is a must. It has made me a more confident and valuable patroller and it's a hell of a lot of fun. You create valuable relationships with patrollers in and outside our region, your first aid and first responder skills become second nature, you fine-tune your skiing skills, and you learn how to handle the toboggan instead of it handling you. I highly recommend the Senior program to all our patrollers.

Matt Harms

In order to take your skills and confidence to the next level, you need to train and practice at the next level. This is what the Senior training program has done for me. With Senior S&T you are handling toboggans in challenging and varied terrain, as well as fine tuning your skiing skills. Senior OEC sharpens and improves your OEC skills, as well as teaching you to take a leadership role with other patrollers. Even though both of these programs are challenging and trying at times, you will notice the improvement in your skills leading to increased confidence on the hill.

Mike Anderson

Senior OEC challenged me to improve my skills for potential multi casualty situations. As an Associate Supervisor, it's invaluable when the First Aid Room becomes extremely busy. The ability to triage when needed with confidence is an important skill developed through the Senior program. All Associate Supervisors and Hill Captains should complete the Senior program as part of their leadership training.

There are many more stories like ones above. So why not take the next step to becoming a better patrollers? These patrollers did and the result is improved confidence on the hill or in the first aid room, ability to handle any situation. Become one of the next Senior-certified patrollers on MHSP. Besides as John Roshell says, it's a hell of a lot of fun.

Nordic News

By Jeff Hepler, NP 30006

The Nordic team has an excellent cadre of patrollers this year patrolling Teacup Lake Nordic Area and selected Backcountry Nordic events as conditions allow.

Two comprehensive Nordic On-The-Hill training sessions were conducted in November. This important training familiarized Nordic ski patrollers with requirements of area management (US Forest Service, County Sheriff and Teacup Lake Nordic Club). The training also allowed hands-on use of specialized Nordic equipment and participation in table-top rescue exercises. Standard Operating Procedures for both Teacup Lake Nordic Area and Backcountry Operations 2015-2016 are posted on the Wiki as well as in hard copy at Govy.

I recently met with the Chief of Parkdale Fire Department go over rescue procedures and communications. Patrollers will be able to contact - and be contacted by Parkdale via State SAR radio. In addition we have activated a US Cellular phone (541-806-4990) for use at Teacup Lake Area and provided that number to the Hood River Sheriff and Parkdale Fire. Both organizations were delighted to know we have patrollers at Teacup (and events) and look forward to working closely with our team.

New additions to the Nordic equipment include pulse oximeters & SAM pelvic splints. A waist harness for the Mountainsmith (Teacup-based) sled has also been added. What a difference this supportive and padded harness makes!

Send me your suggestions to make this a great year and I will do my best to make it happen.

Young Adult Program

By Mike Levis, YAP Coordinator, AP 1742

Snow is falling on Mt. Hood, and everyone is gearing up for a great season. Think snow!!

Participant Information

All Young Adult Patrollers should keep the following in mind:

- On-mountain days are being planned now. If you have not gotten me your schedule, I need it ASAP. Please return the planning spreadsheet to me as soon as possible.
- This year, Young Adult Patrollers will be attending avalanche awareness class with the apprentice class. Dates are December 10 and January 21. Please let me know as soon as possible which evening you will attend.
- If you have not given me your release and waiver forms, please get them in ASAP

YAP is Accepting New Participants

To our patrol membership at large: We have room for more participants. If you have teenagers who are interested in what you do with all your weekends on the mountain, the YAP program would be a great way to give them an introduction to the patrol. Young Adults will spend 8 days skiing and will take Avalanche Awareness and Outdoor First Care. Also, you as a parent can get some time on the mountain with your son or daughter. Nothing is quite

like the drive home from the mountain listening to your child talk about the cases he or she saw to reinforce why we do what we do.

If you have an interest please contact Mike Levis (mplevis@gmail.com).

MOUNTAIN HOST OPERATIONS

Mountain Host Director

By Mike Cullen, Mountain Host Director, HS 60009

Host Dues Collection Update

The dues collection period closed on November 15. We have 113 renewed members with a few more that have let me know their paperwork is in the mail. This is down from last season, which is to be expected following a bad snow year.

Skibowl Recruitment

We are working on a strategy to still bring in a few more apprentices for Skibowl. If you know someone who is interested, have them contact Gery Schirado, John Moss and myself. We will wait for Skibowl to begin operations; we will then start interviewing during December.

Dispatch Opened November 16

Most of the dates have been populated with shifts. Some adjusting will be performed over the weeks ahead as we identify Spring Break weeks. The shift numbers are the same as last year at this time, with no indication of any adjustment requests.

Skibowl radio operations

We are busy working on a new channel for host-to-host communications at Skibowl. Once we identify a new channel, radio operations at Skibowl will mirror those at Timberline.

MHSP Membership Cards

We hope to have these printed in the coming weeks. As soon as the renewals are finalized, I will send a list of active hosts to the appropriate person for printing cards.

Hosting at Summit Ski Area.

Summit is under new management this year, and would like to see our host program come to Summit. I am looking for at least one host to take the lead in developing our program at Summit. Please contact me if this sounds like something you would like to know more about.

SAFETY DAY

All-Day Safety Event on Mt Hood in need of HELP!

By Jodie Jeffers, Wy'east Region Safety Advisor

We are planning to participate again with Mt. Hood Meadows and Timberline ski areas for an all-day safety event. Possible dates include January 23 and/or January 30. We need help with staffing, planning, and donations so email me your interests **by December 5**. This is open to ALL MEMBERS!

Win a Gift Certificate

Be the first to successfully answer the following as well as telling me one plan that you will be doing for Safety Awareness Month and win a Gift Certificate. Send your answer to tailwaggin1@mac.com.

> *Educating oneself about the tenets of* Your Responsibility Code*, and skiing and boarding in a safe, responsible manner, are the best ways to _____ _____ on the slopes.*

Safety Education Events in November

By Jodie Jeffers, Wy'east Safety Advisor

Once again we participated in Safety Education and selling over 320 Sno-park Permits at the Portland Ski Fever Show and the Northwest Ski Council Club Fair this November. Head Injuries and Avalanche Awareness were specifically promoted and we are already planning for next year! On a side note, Richard Conklin and Jim Trett also responded to a medical emergency during the Ski Fever Show – a good reminder to always be prepared with your First Aid Pack with BSI!

Want to help next year or have ideas? Please email me.

OTHER NEWS

In Memorium – Richard Pooley, MHSP 405

Dick Pooley, MHSP 405, passed away on October 26, 2015. Dick joined Mt. Hood Ski Patrol in 1960 and served as President from 1969-1971.

In addition to ski patrol, Dick was deeply involved in mountain rescue as a long-time member of Craig Rats and was a founder of the U.S. Mountain Rescue Association. You can check out an interview with Dick in the 2009 film *Mountains Don't Care, But We Do!* https://vimeo.com/27697321

Details for his memorial will be announced.

Vintage Backboards for Sale – Top 5 boards to sell

Jaye Miller, HP/AP #1437

Auction opens today

We have 5 of 7 wooden backboards to auction off. Below are the pictures. The 2 backboards with the lowest dollars will return to MHSP to be made into a chair.

Only members of MHSP are eligible to bid.

Please send an email to millerjaye@comcast.net. In the subject line enter the backboard # and amount (minimum bid is $20).

I'll post the amount, date and time on a sheet on the back of the board and let you know if there are higher bidders when I confirm back your bid.

We'll close the auction at the end of the February General meeting.

You'll have a chance to look at the boards at the December and January meetings.

CALENDAR

For a complete listing see the official MSHP calendar at www.mhspdispatch.org.

December

7 Council Meeting
14 General Meeting
21 Snojob Deadline

January

4 Council Meeting
11 General Meeting
18 Snojob Deadline
26 Alumni luncheon

February

8 Council Meeting
15 General Meeting
22 Snojob Deadline