



San Diego Inner City Outings Standard Operation Procedures

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1. Introduction

San Diego Inner City Outings (ICO) is a community outreach program of Sierra Club. Its goals are to develop and implement enriching and enjoyable outdoor learning experiences for youth that are designed to help them:

- Become comfortable with and appreciate the natural environment;
- Develop a basic understanding of the principles by which ecosystems function, and become protectors of the environment;
- Foster respect of self and others, and develop leadership skills;
- Experience team approaches to challenges and problem solving.

These Standard Operating Procedures outline the roles and procedures in facilitating the administration of San Diego Inner City Outings. All information contained in this document pertains to only the San Diego Inner City Outings group.

2. Requirements for Volunteering and Leading

2.1 Volunteer and Leader Requirements (working with Kids)

The following are definitions of the roles in the table below:

- **Leader:** A person who is responsible for planning, communicating, and executing ICO outings. This person is also responsible for the safety of the group on his/her outings. Leaders will have 3 levels requiring a separate evaluation trip to qualify for each level:
 - Day Hike Leader, leading only one day trips
 - Car Camp Leader, leading overnight trips where vehicles and extra gear are in easy access.
 - Backpack Leader, away from vehicles and carrying all needed gear.
- **Assistant:** A person who Assists the Leader in an official capacity. The Leader assigns this person specific duties during the outing and the Assistant may help with pre- and post-outing tasks as well.
- **Volunteer:** A person who attends outings and helps the Leader and Assistant as able/necessary.
- **Guest:** A person who attends an ICO outing as a “test run” in order to determine if ICO is a group he/she wants to volunteer with in the long term.
- **Agency Chaperone:** A person designated by the Agency to accompany the participants but not an Inner City Outings Volunteer.

See table below

Requirement	Leader	Assistant	Volunteer	Guest / Ag. Chaperone
Be at least 18 years old	Yes	Yes	Yes	Yes
Sierra Club Membership	Yes	Yes	Yes	No(6)
San Diego ICO Application	Yes	Yes	Yes	No(6)
Code of Ethics (signed)	Yes	Yes	Yes	Yes(6)
Volunteer Agreement (signed)	Yes	Yes	Yes	No(6)
Background check	Yes(1)	Yes(1)	Yes(1)	No(6)
Good Driving Record	Yes(2)	Yes(2)	Yes(2)	No(6)
1st Aid	Yes	Must be in	No	No(6)

Requirement	Leader	Assistant	Volunteer	Guest / Ag. Chaperone
		process		
CPR (initially & renewed every 3 yrs.)	Yes	Must be planned	No	No
Wilderness First Aid for Backpacks (initially & renewed every 3 yrs.)	Yes	Planned	No	No(6)
SD ICO Leader Training	Yes	Planned	No	No(6)
Qualified in Skill for trip	Yes	Yes	No	No(6)
Assist on at least two trips	Yes	In process	No	No(6)
Completed "checkout" trip	Yes	No	No	No(6)

Notes:

1. The background check RESULTS are required for all Leaders, Assistants, and Drivers, as well as, any ICO volunteer on an overnight trip. The background check SUBMISSION is required for all Volunteers who have attended more than two hikes as a "Guest" and plan to attend more in the future.
2. A clean 5 year DMV driving record is required if you are driving children on an ICO outing.
3. It is required to Assist with two different Leaders.
4. To qualify for car camp or backpack, the Leader must be evaluated once on each of those kinds of trips.
5. On the "checkout trip" an existing ICO Leader will conduct an evaluation. The Volunteer/Leader-in-Training must demonstrate an ability to organize, lead, relate to, and manage the group.
6. To attend an ICO outing as a Guest, the ICO Code of Ethics must be signed and the Guest must have either attended an ICO Orientation or have a recommendation from an existing ICO Volunteer or Leader. (Recommendation is implied for Agency personnel or parents/guardians of participants.)

ICO trips are Sierra Club trips led by a qualified Sierra Club ICO Leader. An adult/counselor/program director from the community agency who does not meet the above criteria would not qualify as an ICO Leader.

2.2 Guest Requirements

To attend an ICO outing as a Guest, the ICO Code of Ethics must be signed and the Guest must have either attended an ICO Orientation or have a recommendation from an existing ICO Volunteer or Leader. Recommendation is implied for Agency personnel or parents/guardians of participants. Note that Guests are not allowed to attend overnight trips. If a recommendation has been given, the Guest must discuss what the responsibilities of an ICO volunteer will be on the outing with the trip Leader or Assistant. The Guest must also have a clear understanding of what it means to be a role model to the youth and what appropriate conduct is with children. A person can only attend ICO trips as a "Guest" twice. The purpose of our "Guest" program is to determine if ICO is a mutual fit. Once a Guest has determined that ICO is a good fit, they must complete the required paperwork and get the background check completed as soon as possible. Guests will not be able to continue to volunteer on outings without these requirements being met (see the Requirements Table above).

2.3 Volunteer Requirements (not working with Kids)

The only requirement of an ICO Volunteer who does not work with kids is that he/she has a Sierra Club membership and has completed the ICO Application.

2.4 To Maintain “Active” Volunteer Status

Maintain a Sierra Club membership, complete the ICO Application and do one of the following:

1. Serve on a committee,
2. Attend 2 hikes per calendar year, or
3. Attend 2 meetings per calendar year.
4. Volunteer an average of 2 hours per month for any activity or event.

2.5 To Maintain “Active” Leader Status

Lead at least one ICO outing per calendar year.

Exception to this requirement is allowed for assisting on two outings per calendar year or evaluating another ICO leader trainee once per calendar year. Assisting or evaluating may not be used in two consecutive years to maintain Leader status.

Lead at least one ICO outing once every 3 calendar years in their highest category of trip type (Day hike, Car Camp or Backpack.) to retain that level Leader designation.

Once every 3 years, Leaders must attend the full San Diego ICO Leader Training class

2.6 Reinstatement Policy for Leaders

To be reinstated, a Leader who has lead at least one trip within the past 3 calendar years must lead enough trips to make up for those years missed. Such out-of-currency leaders may only be reinstated up to the highest trip level they have lead within 3 years (Day Hike, Car Camp or Backpack.)

To be reinstated, a Leader who has not led at least one trip within the past 3 calendar years must do another evaluated trip in each leader category.

3. Outings

3.1 Roles on ICO Outings

In addition to Leaders, Assistants, Volunteers, and Guests defined in the prior section, the most important people on the ICO trips are the Participants. Participants are individuals who are part of an ICO Agency and may include youth, family members/guardians, the Agency Representative, and/or other Agency adults. Note that youth who are not affiliated with an ICO Agency, related to an ICO Volunteer on the trip, or part of ICO's Youth Leader program are not allowed to participate.

3.2 General Outings Policies

- Outings must be led by 1 certified ICO Leader with at least one, but up to 2 qualified Assistants (See the “Volunteer and Leader Requirements” table above).
- Certified Leaders must follow local SD ICO guidelines, available on the SD ICO extranet, in planning and executing outings.

- Co-ed certified leaders and volunteers are recommended for co-ed day trips. Co-ed leaders and volunteers are required for co-ed overnight trips.
- A first-aid kit is required on all outings.
- The Leader has full discretion in selecting ICO Volunteers, Assistants, Guests, and Participants on his/her trip. I.e., the Leader may accept or reject anyone's request to attend the outing.
- Guests must speak with the ICO Leader prior to the trip, as well as, read and sign the ICO Code of Ethics. A verbal understanding of their role with youth must be established.
- Leaders and Assistants may not bring personal children on outings in which they are Leading and/or Assisting.
- Volunteers are discouraged from bringing personal children on outings. It is up to the Leader's discretion and recommended that the child does not require supervision nor take van space from inner city youth participants on outings.
- Pets are not permitted on any SD ICO outings.
- A ratio of at least 1 adult to 4 children is strongly recommended for all outings.
- Under no circumstance, except extreme emergency, may any volunteer be alone with a youth participant.

3.3 Water Outing Policies

ICO water sports will be conducted in an area with a life guard or with a life guard certified individual. At least one ICO member of Leader's team shall be current in CPR. Boating or snorkeling will be conducted with a short training course for the children first and conducted by a Leader with extensive experience in that sport (as approved by the Water Sports Committee), a Leader certified and trained in that sport, or a knowledgeable concessionaire. Boating & Kayaking will include personal flotation devices (life jackets) which participants will be required to wear at all times on the water. Participants must have, in addition to the normal permission slips, a statement signed by the parent (if minor) or self (if adult) saying he/she knows how to swim and feels comfortable swimming in deep water. At least one ICO Volunteer must be attending to any children on the beach. There must be a leader to child ratio for snorkeling of no less than 1:4 and a ratio for boating of no less than 1:8. There will be at least one throw rope or throwable (Type IV) PFD device on the outing and in one of the boats. If using an outside concessionaire, all Sierra Club form requirements for outside concessionaires will be followed. (Currently this information may be found at <http://clubhouse.sierraclub.org/outings/Handbook/Planning/third-part.asp>)

A Water Sports Committee can be set up as needed, consisting of all leaders and members with experience in that sport. They may be responsible for lesson plans, additional water activities rules, approving SD ICO Water Sports Leaders who do not use outside concessionaires and ensuring all National Sierra Club policies are followed. (<http://clubhouse.sierraclub.org/outings/policy/watertrip.asp>)

3.4 Transportation Policies

- It is strongly recommended that rental vehicles be used to transport youth participants when the Agency does not have their own van.
- To become a qualified ICO Van Driver for up to 8 passenger vans, the following applies:
 - You are an active ICO Volunteer as defined in the "Volunteer and Leader Requirements" table above.
 - You have obtained a 5 year DMV report and submitted it to the ICO Volunteer Coordinator.
 - You have full California required levels of insurance.
 - The ICO Volunteer Coordinator has approved your ability to drive based on your DMV report.

- Volunteers with a Class B license with passenger endorsement may drive larger capacity vans if the ICO Volunteer Coordinator has approved their license and DMV report. Note: 15 passenger vans are not recommended for school agencies.

3.5 Required Forms

The following are REQUIRED forms to be used on all SD ICO outings. All other forms and documents provided on the extranet by SD ICO are guidelines and/or recommended for use on trips:

- All outing Participants, Leaders, Assistants, Volunteers, and Guests must complete and sign the full Permission Form (including the medical information and liability release) for each outing, prior to departure. For youth Participants, the form is completed by the parent/guardian. All Permission Forms must be given directly to the ICO Leader for that outing.
- The Sierra Club Incident Report Form emergency paperwork and medical release forms/permission forms must be present during all outings.
- Guests must speak with the ICO Leader prior to the trip, as well as, read and sign the ICO Code of Ethics.
- The ICO Leader must complete and send the Outing and Expense Report to the Outings Coordinator within one week of the outing.
- All others with expenses for that trip must complete and submit an additional Expense Report for their reimbursable expenses.
- Donated expenses are needed on the reports to show the true costs for budget purposes.

3.6 Appropriate Behavior Policy

- Be a model to youth.
 - Leaders will avoid sexual activity, smoking, and proselytizing on outings.
 - Leaders will not use racial slurs, jokes, or comments.
 - No sexually explicit language on a trip, including references to sexual anatomy.
 - No put downs; avoid negative comments about one another.
 - No alcohol, drugs, or weapons allowed on trips.
 - Respect the environment - take pictures, leave footprints.
 - Respect the equipment, leave it as good as you found it (ICO equipment may not be borrowed for personal use without the approval of the Equipment Coordinator).
 - Do not use ICO outings as vehicles for personal relationships.

3.7 Behavior Escalation Cycle

This "cycle" provides helpful guidelines for Leaders when things get rough. Leaders need to set expectations for good behavior, what constitutes crossing the line, and what the repercussions of crossing the line are in cases of extreme behavior. Good behavior can be summarized as "Providing respect for the safety and well being of individual participants, and for mission of the outing itself." Use the approved Behavior Escalation Cycle (below) if things get out of hand.

1. Verbal warning (Note: Try to intervene before things get really bad - assign appropriate tasks e.g., carry first aid kit, head count, check the route on the map, etc. to help de-fuse the problem at this point, before it gets worse. Also, let participants know what the next escalation level is before they get there).
 2. Second warning.
 3. "Pull aside" talk (away from the group).
 4. Invoke group pressure (e.g. we won't continue until Liz stops talking).
- and/or-
5. "Chill Down"- Separate problem youth from the group for a period of time (assign to an adult; leader/volunteer/assistant/sweep).

6. Take youth back to vehicle and wait there until the group finishes their outing (Note: take along a third "quorum" person).

4. SD ICO Leaders

4.1 Requirements to Become a Certified Leader

Review the "Volunteer and Leader Requirements" table earlier in this document for a summary of this information. The following are required of all Certified Leaders:

1. Be 18 years of age or older.
2. Be a current member of the Sierra Club.
3. Complete ICO Application packet:
 - ICO Application
 - Sign Code of Ethics
 - Volunteer Agreement
4. Complete and pass the background check.
5. Maintain current certification in First Aid. Both Child and Adult CPR are required when first becoming a Leader. Recertification for Adult and Child CPR is required at least every 3 years. Current Wilderness First Aid (or a higher certification) is encouraged for car camp outings and required for backpacking trips.
6. Attend the SD ICO Leader Training weekend prior to scheduling the "checkout" hike.
7. Assist on two outings with different ICO Leaders.
8. Lead and pass a "checkout" hike.
9. Every 3 years, attending the SD ICO Leader Training is required to maintain certification as Leader.

4.2 Checkout Hike

- A checkout trip must be conducted for each level of ICO trip: Day Hike, Car Camp, and Backpack.
- The evaluator can be any active Certified Leader who has passed the check-out for that level trip.
- The Leader Evaluation form must be used and sent to the Training Coordinator for review.
- The evaluation must be reviewed by at least 3 active Leaders (this should include one active Steering Committee member) in order to be approved.
- If the evaluation results are considered successful, the Training Coordinator will announce the approval of the new Leader at the subsequent Business Meeting.
- If the evaluation results are not successful, the Training Coordinator will notify the Volunteer, who may repeat the checkout process until he/she passes.

4.3 Certified Leader Expectations

- Lead at least one outing per calendar year or, every other year, 2 assists or one evaluation.
- Communicate when you are available to lead to your Agency Coordinator so that person can arrange trips appropriately. Scout, plan and make a safety plan for your trips, or delegate as needed.
- Conduct Pre-Trip Planning Meeting (or designate a qualified person to conduct it) for youth and Agency Representative for each hike.
- Ensure that an adequate number of assistants and volunteers are present on each outing led.
- Arrange for or rent vehicles for participant transportation to trailhead.
- Maintain open and frequent communication with the Agency and participants in planning and running the outings.
- Address all outing-related problems promptly through contact with the Agency Leader and ICO Agency Coordinator.

- Ensure that gear is returned to the storage space promptly and that damaged or lost equipment is reported to Equipment Coordinator within a week. If you cannot return equipment within 5 days, communicate with the Equipment Coordinator.
 - Coordinate gear needs with the Equipment Coordinator and other leaders for the same trip date at least one week prior to outing.
 - Maintain the group's first aid kit and making certain that the kit, participant emergency medical forms and national emergency contact information is taken on all outings led.
 - Maintain an archive of each outing (a copy of outing and expense reports), and ensure that Outing Report submission on-line and to the Outings Data Coordinator occurs within one week of the trip.
- Mentor new leader trainees and volunteers. Evaluate new trainees when needed.
- Fulfill the Outings Leader Training requirements every 3 years. This can be done by attending the San Diego ICO Leader Training class.

5. San Diego ICO Leadership Structure

5.1 Steering Committee Definition

- The Steering Committee oversees the operation of SD ICO including but not limited to:
 - Setting meeting agendas,
 - Establishing yearly goals,
 - Revising Standard Operating Procedures as needed, and
 - Appointing steering committee positions.
- The SD ICO Steering Committee is composed of all positions listed below.

5.2 Steering Committee Roles and Responsibilities

Chair/Co-Chair

- Create Meeting Agendas (for all meetings – steering committee and business/special topic meetings) and submit Meeting Agendas electronically to the Webmaster for posting.
- Run/facilitate meetings.
- Liaison with ICO National & Regional Rep.
- Liaison with local Sierra Club outings committee.
- Develop and prioritize goals for the ICO Group.
- Delegate tasks and oversee ICO Group.
- Prepare Annual Report for National ICO.
- Attend or report to Sierra Club Chapter Executive Committee meetings on ICO activities.
- Attend and report on ICO activities to San Diego Sierra Club Outings Committee Meetings
- Keep ICO Steering Committee representatives informed about local group activities,
- Monitor the activities of each volunteer committee within the ICO group and coordinate efforts as needed.
- Oversee ongoing leader training opportunities.
- Assist in planning for regional and national conferences as needed.

Secretary

- Prepare and distribute monthly minutes after each monthly meeting to all committee members and potential volunteers.
- Submit electronic copy of minutes to webmaster for posting.
- Delegate or keep monthly meetings running on time.
- Send reminder to all committee members about each meeting.
- Maintain records of committee's meetings.

Treasurer

- Keep records and receipts of all financial transactions.
- Report on group's financial status at each monthly meeting.
- Act as liaison between ICO and Sierra Club Group/Chapter Treasurer and National ICO staff on financial issues, sending all required reports.
- Submit expense reports with receipts to ICO National Coordinator when required.
- Make written requests to ICO Coordinator for transfer of Sierra Club Foundation funds to local ICO account.
- Request transportation grants, as needed.
- Write checks, as requested in expense reports from ICO volunteers.
- Maintain working knowledge of Sierra Club Foundation procedures for ICO donations.

Agency Coordinator

- Coordinate ongoing agency recruitment efforts; report at monthly meetings.
- Assign an ICO Agency Leader (see below) to each Agency.
- Negotiate participation agreements with Agencies. Renew these as needed.
- Support ICO Agency Leaders.
- Manage the Master Calendar. On at least a quarterly basis, consolidate the proposed outing dates from each ICO Leader and offer them to each Agency, either directly or through each agency team leader.
 - Ensure no major conflicts (i.e. two overnights in one weekend, transportation issues, or two trips on the same day).
 - Update ICO calendar with outings dates or changes as soon as they are determined
 - Ensure Leaders meet all qualifications for trips.

Agency Team Leader (one for each agency)

- Be the communications facilitator between Agency, Parents and your ICO Agency Coordinator
- Work closely with the Agency Representative.
- Keeps continuity when Agency Representatives or programs change.
- Arranges and coordinates dates for trips and pre-trip meetings on a quarterly or longer basis.
- Reports to Agency Coordinator prospective outing dates you and other leaders on your team are available to lead and Agency preferred dates that match.
- Organizes the agency team to ensure the overall success of the Agency's outings including enough leaders, assistants, male/female volunteer ratios, transportation for each trip and that permission forms and any needed checklists get to the agency Rep. on time.
- Sends COL I and II information to the Main Chapter for Leader Credit (or provide directions for leaders doing this themselves.)
- Keep Agency Coordinator or Chair informed how your team is doing at least yearly.

Leader Training Coordinator

- Coordinate the yearly ICO Leader Training
- Assure Leader Training Workshop meets National Minimum Leader Standards and qualifies as Outings Leader Training (OLT) 201 for National Sierra Club requirements
- Assess leader needs and coordinate leader training workshops as needed.
- Prepare and disseminate leader information.
- Plan special information programs for ongoing training at meetings.
- Keep ICO group members aware of upcoming first aid trainings and the like.

Youth Leader Training Coordinator

- Develop and revise youth leader training notebook as needed.
- Maintain the youth leader evaluation check off sheet and achievement awards.
- Coordinate with Agency/ies to plan trip dates, training sessions, and overall agenda.
- Coordinate with Agency/ies to recruit youth and set up contact mechanisms with them.
- Facilitate reading and discussion of youth leader curriculum and provide practical application of the concepts (mentoring, map/compass, trip planning, etc.).
- Lead trips and/or facilitate the youth who lead the trips.
- Provide recognition to youth leaders for their achievements and participation regularly.

Equipment Coordinator

- Prepare and disseminate information for leaders regarding equipment as necessary.
- Label and inventory all equipment.
- Maintain and determine first aid kit needs yearly or when leaders advise items were used.
- Obtain in-kind donations and notify the Fundraising Coordinator of donors.
 - Send 'Thank you' cards to all in-kind donors and notify Publicity Coordinator so they can be listed in our Newsletter.
 - Maintain list of all changes to equipment and donations (i.e. sold, lost, bought) yearly for the treasurer's report.
- Purchase additional needed equipment and repairs or parts.
- Oversee maintenance and storage of equipment.
- Coordinate equipment loan system for outings.
- Organize equipment for leader training sessions as needed.
- Coordinate storage of equipment for periodic swap meets/equipment sales.
- Maintain hiking library; have books and materials available for check-out

Fundraising Coordinator

- Set annual fund raising goals to support ICO goals.
- Plan & coordinate fundraising events.
- Work with OEP (Office of Educational Programs) to prepare grant applications.
- Solicit in-kind donations as needed.
- Write "thank you" notes for all donations.
- Keep track of donations and follow-up reports.
- Document an evaluation of each fundraising event.
- Incorporate volunteer outreach as much as possible into fundraising events.

Publicity Coordinator

- Coordinate materials on ICO to disseminate at local environmental fairs, community events, etc.
- Submit articles on ICO to local Sierra Club newsletters.
- Send press releases to local media as needed; coordinate interviews.
- Promote ICO within the Sierra Club and in the community.
- Maintain content on the ICO web site.
- Edit and publish a periodic ICO internal newsletter to keep volunteers informed.

Transportation Czar

- Research car/van rental rates and for discount or donated rates.
- Coordinate vehicle rental for outings as needed.
- Prepare and disseminate information for leaders regarding transportation, as necessary.

Destinations Coordinator

- Collect information about outings destinations.
- Gather destinations feedback from outings leaders at meetings.

Games Master

- Maintain game database.
- Prepare and disseminate information for leaders regarding games, as necessary
- Promote new games at meetings.
- Provide web master with game related documentation.

Web Master

- Manage the design and maintenance of the San Diego ICO web and extranet sites.
- Maintain the volunteer, outing, and destinations database.
- Obtain content experts for the website, extranet, and database.
- Accommodate content updates to the website, extranet, and database as necessary.
- Ensure that current web technologies are applied when relevant and if possible.

Volunteer Coordinator

- Maintain San Diego ICO volunteer database containing information about all volunteers and recruits. Also ensure that volunteers get credit for participation in outings.
- Maintain all volunteer applications and keep them on file.
- Manage background check communication.
- Owner and coordinator of the Buddy/Mentor System.
- Manage ICO's recruiting efforts.
- Owner and coordinator of ICO Orientations.
- Ensure that ICO's email listserv reconciles to our active volunteer database.
- Report to Steering Committee quarterly on numbers of active, inactive, and potential (recruits) volunteers.
- Enforce and track all National and local leadership certification rules.

Outings Data Coordinator

- Manage and Complete required outings-related forms:
 - Receive and review outing reports
 - Sign off on expenses and forward to Treasurer
 - Sign checks with Treasurer
 - Store and organize all forms (hard copies)
 - Complete quarterly insurance reports
 - Prepare outings data for Annual Report (#volunteer hours, \$spent, #donated, #youth, etc.)
- Report outing issues and leader training needs to training coordinator.
- Prepare and disseminate information for leaders regarding outings, as necessary.
- Be the Leader Liaison to the Steering Committee reporting on challenges leaders face on trips.
- Complete quarterly ICO insurance report and oversee insurance premium payment to National ICO Coordinator.

5.3 Recruitment and Election of Steering Committee Positions

1) Nomination and Voting Procedures for Section Officers.

The Chair and Vice-Chair positions are the only two which require an official vote. Other positions may be assigned by either voting or appointment. Officers are requested to serve for at least one year. Vacancies on the Steering Committee will be announced in the Newsletter and/or via the

Listserve as soon as they occur. If more than one member volunteers for any one position, an election may be held if the members do not wish to hold the position jointly. Nominations can be by self-nomination; no second is required. The candidate receiving the majority of the responding votes will be elected. If no candidate receives more than 50% of the votes, a runoff election between the two top vote recipients will be held. The Chair must be an active Leader. The Steering Committee may appoint interim officers to fill vacant offices until an election can be held.

2) Removal of Officers

Any two active Volunteers may place on the agenda as an item for voting the removal from office of any elected or volunteer officer. The officer will be removed only upon the approval by two thirds of Steering Committee.

6. Meetings

6.1 SD ICO Business Meetings

- Held every other month, or as deemed needed by the members. In August and December, no business meeting will be held.
- All certified leaders, volunteers, and guests are encouraged to attend all meetings.
- Minutes will be taken at each meeting and posted to the extranet site.
- New business not on the agenda may be introduced during the meetings.

6.2 Steering Committee Meetings

Held 2-3 times per year with the purpose of reviewing goals, budgetary concerns, meeting topics, and relevant issues that may be too lengthy to discuss during monthly Business Meetings.

6.3 Annual Retreat

An annual outing may be organized to which all Leaders, Volunteers, and Agency Representatives will be invited. The purpose is to discuss local issues and cultivate a sense of community, cooperation, and connectedness among members.

6.4 Annual Leader Training

At least once per year a Leader Training event will take place with the intent to train new ICO Leaders. The Leader Training content will fulfill the National Sierra Club Outings Leader Training 201 level, for the convenience of our leaders ready for renewal.

6.5 Voting

- All decisions of the Steering Committee or its members including all those affecting ICO activity or policy can be put to a vote during a Monthly Meeting or a Steering Committee Meeting.
- The Chair at the meeting will raise the item. The discussion process should include all persons at the meeting who are actively involved in ICO. Eligible voters are active Leaders and active Volunteers. Votes also may be cast by signed proxy or email to the Chairperson, and must be received prior to the meeting. An item will be adopted if it is approved by a majority of the votes cast. The results of every vote will be recorded in meeting minutes.

7. Listserve Usage

7.1 Common Listserve

- Includes all active volunteers.
- Used for all ICO business that concerns the whole organization (outing announcements, help needed, recognition, general awareness, etc.).

7.2 Forum Listserve

- Includes all active volunteers who want to be involved in the evolution of the group's policies and decision-making processes.
- Includes all steering committee members.

8. San Diego Sierra Club Chapter Executive Committee

- All fundraising donations under \$1000 have to be approved by SD Ex-Com.
- At least twice per year, an update will be delivered to the SD Ex-Com at a regularly scheduled Ex-Com meeting. The update will include the status of the ICO organization. Anyone on the current ICO Steering Committee can deliver this update.

9. Miscellaneous Items

- Background check results will be delivered via a one-on-one private call or email from the Volunteer Coordinator to the recipient. No public announcements will be made.
- No refunds will be made for photography expenses.

10. Procedures for Approving/Amending SD ICO Standard Operating Procedures

Standard Operating Procedures may be changed or amended through approval by a simple majority vote of the Steering Committee members who may vote in person, by email or by phone within two weeks of posting/presentation of the changes.