

Rescuing Search and Rescue

A volunteer rescue organization's struggle with internal tension and the path to organizational competency.

During the holiday season in the mountains of Utah, a woman headed into the wilderness, alone with her snowmobile. The temperatures were below freezing and it was snowing, but she was excited to spend the day exploring. As the morning sank into afternoon, she decided to head home and turned her snowmobile around to head back the way she came. Sometime soon afterwards, the engine gave a sputter and died. She climbed off, feeling anxious, to see if she could fix the problem. She was a great distance from any other vehicles or trails.

Elsewhere in Utah County, a group of 35 men sat down with their wives to enjoy the annual Jeep Patrol Christmas Party. The food was served, everyone in high spirits, and ready for a night of friendship and celebration. Suddenly, pagers started beeping, a signal that someone was out in the wilderness and needed their help. Four men heard the pagers and stood up immediately, keenly aware that their urgent response to someone stranded in the present winter conditions could be a matter of life and death. Even though the other Jeep Patrol members had equal responsibility to help with all search and rescue calls, they were very hesitant to leave their holiday dinner and their wives. They chose to stay at the party.

The four men who were ready and willing to answer the call sprung into action. They prepared themselves for the many hours they would spend searching, helping, and administering medical care on that frigid winter night. They prepared themselves and their equipment as quickly as they could and then headed into the mountains to find the woman. They knew they did not have the manpower to handle anything but a straightforward search and rescue because of their fellow members' unwillingness to answer the call. They could only hope to find the woman and help her to safety without any unexpected incident, such as a sudden shift in weather or the woman being severely injured, or the four of them may not have been able to handle the call out successfully. After several hours, near 2 o'clock in the morning, they found her huddled underneath the hood of her snowmobile. She had crawled inside to collect whatever heat she could from the engine. The men who had unhesitantly answered the call saved her from freezing to death.

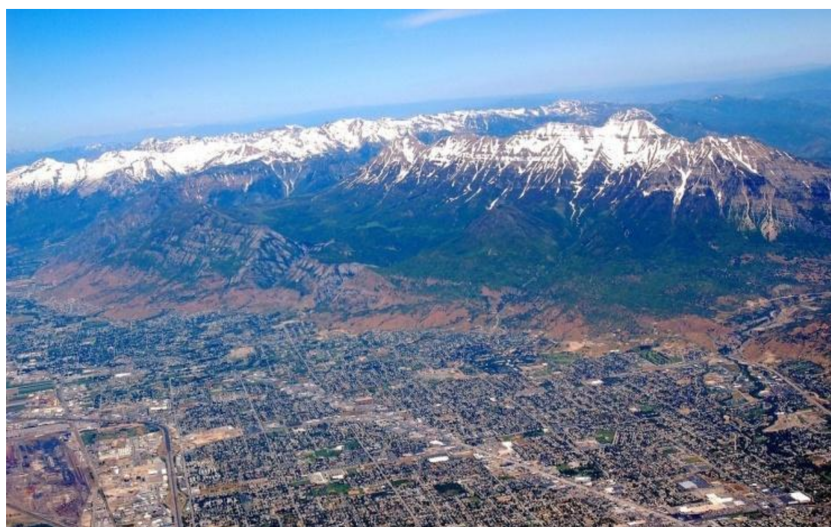
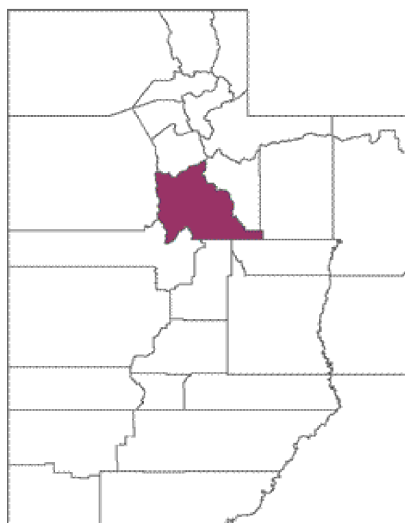
This case was written by Mariah Hill while an Evans School MPA student and Associate Professor Stephen Page at the University of Washington, Evans School of Public Policy and Governance. The case is intended solely as a vehicle for classroom discussion, and is not intended to illustrate either effective or ineffective handling of the situation described.

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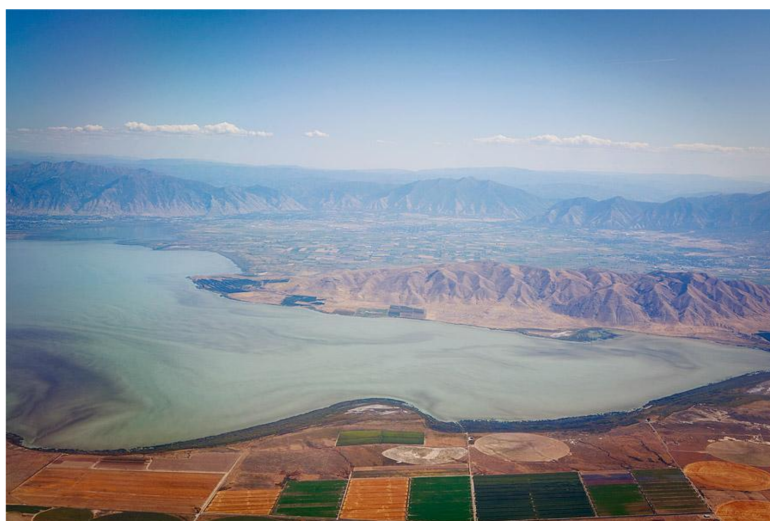
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UTAH COUNTY AND THE JEEP PATROL

Utah County is located in north-central Utah, approximately 25 miles south of the state capital, Salt Lake City. Utah County spans 2,144 square miles, including Utah Lake, which is 143 square miles. The county features a variety of terrain, including tall mountains that beckon to hikers and skiers; steep cliffs that are optimal for rock and ice climbing, national forests and monuments full of endless trails; deep caves for exploring; swift rivers for kayaking, canoeing, and fishing; vast lakes for boating, fishing and bird hunting and more. Around 500,000 people, including about 70,000 students that attend the two large universities in the county, are residents. The residents and visitors take advantage of the region's opportunities for exploration, no matter their level of expertise.



Left: Utah County's Location within Utah State Right: Northeast Portion of Utah County



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The Utah County Sheriff's Office Jeep Patrol was a volunteer, 4-wheel drive, members-only club. It was established 50+ years ago and worked in collaboration with the Sheriff's Office in emergency response situations. Specifically, they were tasked with responding to search and rescue calls in the backcountry of Utah County by the Sheriff's Office, which was no easy task. The Jeep Patrol's role was to answer the call when something went wrong in the diverse environments of Utah County. And things often went wrong. They were charged with answering 40-70 call outs a year when changing weather conditions led to disorientation, hypothermia, and other dangers, four-foot waves whipped up in minutes on Utah Lake, vehicles rolled over or got stuck, ankles twisted or broken, children wandered away and got lost, or hikers suddenly found themselves stranded on a steep cliff with no way up or down.

West Side of Utah County and Utah Lake

In order to become a part of the Jeep Patrol and join the team that worked to assist those who needed help in the Utah County wilderness, you needed to have a sponsor. An existing full member of the Jeep Patrol could gain a 'rider' in two ways: they offered to sponsor someone they already knew or an interested person sought out a full member to sponsor them. Once this relationship was established, a rider rode along with his sponsor on callouts in order to watch and learn. Sponsors were also accountable for the actions of their riders. After a few years, riders were inducted as full members, answered calls independently, and could independently bring in new members. One of the few other stipulations for becoming a member was owning a white four-wheel drive vehicle.

The Jeep Patrol was comprised of 30-40 men, many of them Korean War veterans. They were tough men that had been through hardship, and they took on the responsibility of search and rescue for Utah County as a public service to the Sheriff's Office. They were a group of friends who enjoyed each other's company and the outdoors. Beyond search and rescue, the group participated in many social activities together, including habitual off-roading in their four-wheel drive vehicles together, an annual rabbit hunt at the beginning of each calendar year, and annual trips to Canyonlands National Park to raise funds for their organization. For all intents and purposes, they were a socially-oriented service club.

THE MOUNTAIN RESCUE TEAM

Another organization in the county was sometimes called to search and rescue situations--the Mountain Rescue Team. The Mountain Rescue Team was an offshoot of a local university's alpine climbing club; it comprised of ten young members who had technical skills and knowledge, developed from years of personal experience doing things like backcountry skiing, rock climbing, and technical mountaineering. The Mountain Rescue Team was called into a Jeep Patrol rescue operation by the Sheriff's Office when their more technical skills were required, such as retrieving a body from an extreme vertical cliff. However, the Mountain Rescue Team did not have the capacity to handle all search and rescue for the county, so they were only called out when the Sheriff's Office determined their specific skills were necessary. The Jeep

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Patrol tried to avoid the need for the Mountain Rescue Team except for as a last resort. So despite all the work they put into training, the Mountain Rescue Team was only called to 2-4 rescues a year.



Provo Canyon

The relationship between the Jeep Patrol and the Mountain Rescue Team was strained. The Jeep Patrol viewed the Mountain Rescue Team as disrespectful and offensive--young punks that were in their way. The Mountain Rescue Team viewed the Jeep Patrol with equal disdain. They were frustrated that they were putting in hours of training, yet the Jeep Patrol was getting called on technical rescues that they obviously didn't have the skills to handle. They were appalled by Jeep Patrol members climbing in cowboy boots and working in rainstorms in plastic ponchos. They believed the Jeep Patrol had no concept of proper personal gear and equipment.



Lake Mountain - Located on the West Side of Utah County

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The relationship between the Jeep Patrol and the Mountain Rescue Team grew more tense with each interaction and finally came to a climax after a plane crash in the mountains on the west side of the county. The Jeep Patrol was called out to handle the crash and did their best. However, the Mountain Rescue Team was unimpressed with the Jeep Patrol's performance and disappointed they were not called in to assist. A member of the Mountain Rescue Team spoke with the media and discounted the training and abilities of the Jeep Patrol, insisting the Mountain Rescue Team was much better equipped to take care of the incident. The Jeep Patrol, specifically the Old Guard, was left humiliated and enraged. However, the episode did not inspire much change. The Dirty Dozen was just beginning to form and these new members understood the ramifications. There needed to be better preparation and they needed more and better equipment, but the entire Jeep Patrol was not on board with this and so there was little change as a result of this situation.

THE DIRTY DOZEN

Eventually, a few members of the Mountain Rescue Team were able to find sponsors and join the Jeep Patrol. They in turn, sponsored other new, younger 'riders' who were passionate about search and rescue and willing to train; they mirrored the Mountain Rescue Team mentality. Although only a few of the newer members had actually come over from the Mountain Rescue Team, they all reflected the desire to focus on search and rescue. As more new members joined the Jeep Patrol specifically to be a part of search and rescue operations, a stark divide emerged. The older members who enjoyed the social aspects and felt that they had done their duty when it came to search and rescue were referred to as 'the Old Guard'. The newer members wanted to focus on training in technical and medical skills and to respond to all the call outs the Jeep Patrol received. These members started to call themselves the 'Dirty Dozen.'

BEING A RIDER

Chris Reed had often observed the Jeep Patrol as his job as an Emergency Medical Technician (EMT) brought him into the proximity of the work of the Jeep Patrol. Chris grew up in a rural area, enjoying the outdoors as much as he could. So when he saw a path to connect his interest in the outdoors with his medical knowledge, he was enthralled. One day, while on the job as an EMT, he responded to a plane crash call where he got to see firsthand what search and rescue was all about, and he decided it was something he was interested in trying.

So Chris asked around and found out when the next Jeep Patrol meeting would be held. He got up in front of the members and said, "Hi, my name is Chris Reed. I'm an EMT, I've been doing it for 3 years and I love the outdoors. Do you have a member that would sponsor me?" Luckily, an older member spoke up and offered to take Chris on as his rider. Chris immediately realized

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that he would not be playing a major role in call outs any time soon. He was told that as a rider he was to be seen and not heard.

Being just a rider didn't suit Chris well, as he was anxious to serve. He wanted to respond to call outs without having to wait for his sponsor to pick him or to get a call in his low position on the phone tree. Chris remembered,

There were a couple of us that would call each other when we heard something was possibly going to happen. So we were almost always going before the phone tree even started. And that caused contention. We were in the [Jeep Patrol] to do search and rescue and I was actually told in a meeting one time, 'you don't respond until your pager goes off, even if you have to go home first and then respond'. That was bullshit, so the Sheriff's Office said go out and get gas for your vehicle and if you happen to get gas in the direction of the rescue, fine.

FINDING A SPONSOR

About a year after Chris Reed joined the Jeep Patrol, John Valentine and his climbing partner were in the High Uinta Wilderness area. They had just finished their first summit of a highly technical peak and were on their way back to their base camp when they ran across some members of the Uintah County Jeep Patrol conducting a search for a lost child. When asked, John and his friend reported seeing no sign of a lost child. Noting the packs of technical equipment the men were carrying, the Jeep Patrol members asked if John and his friend would be willing to search a few of the cliff-filled areas as members of the Patrol lacked the technical rock climbing gear and experience necessary to do so. John and his partner agreed and proceeded to set up rappels and search the cliffy area but didn't find anything. So they packed up their gear and prepared to continue their trek back to base camp, the opposite direction of the Jeep Patrol members. The Jeep Patrol members asked them to keep watch and gave them the location of their command center, where the search was headquartered, in case the two climbers came across anything. John recalled,

They headed back to their command post and we were headed back to our upper camp. All of a sudden we heard the whimpering of a child. So we dropped our packs and we searched around and we found the little girl that was lost. She was sitting under a tree just crying. And ya know, she was scratched up and dirty and she'd obviously fallen some. So I picked her up and said 'I'm going to take you back to your mommy' and she put her arms around my neck and I just fell in love with SAR as I carried this little girl back to her mother at the command post they had set up. I got hooked, I got totally hooked.

John returned to Utah County with a newfound desire to be involved in whatever type of search and rescue he could find. He contacted the sheriff, told him about his qualifications as a rock climber and an advanced American Red Cross First Aid first responder, and asked how he

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could be involved with search and rescue in the county. The sheriff told him about the Jeep Patrol and their assignment to address search and rescue situations in the county. The sheriff told John that he would have to find a sponsor and his chances were best if he knew someone already on the Jeep Patrol. He was given the list of members and realized that he didn't know a single one of them. However, John was an attorney and saw that one of the members was also an attorney, so he reached out to him in hopes that this common ground would be enough to get him a sponsorship. At first the Jeep Patrol member was not cooperative, but after some persistence and a bit of pleading, John was brought onto the Jeep Patrol as a rider.

CALL OUTS - THE JEEP PATROL WAY

John's first call out occurred on an extremely rainy day, but it didn't matter to him; someone was in trouble. He showed up at the command post, where the call out was headquartered and directed, and let them know he was there to help. He was told that without his sponsor he would have to wait there. He complied, but felt strongly that his experience could be a valuable asset. Not long after he received the initial instructions to "stay put", one of the leaders at the command center approached John and said they could make an exception this time. There had been no contact with the men sent up the mountain and no one had yet returned. John recollected,

One of the guys [at the command center] came over to me and said 'Maybe we can change things. Why don't you go down the trail here and see what you can do to help because the guys haven't come back, we don't know where they're at, and we don't know what's going on.' I said great. So I put on my rain gear, the rest of these guys were wearing flimsy ponchos and I had full rain gear, with a hood and the rain pants, and I had a rain cover for my pack. I left the command post *by myself* walking down the trail. Pretty soon I found some Jeep Patrol guys on the side of the trail and they were shivering and they were cold and they said 'We're going to go back. This is really bad. We can't be out here'. And I said 'But don't we have someone who is injured down the trail?' They said 'Yeah, but we can't do that, the weather is too bad.' So they went back to the command post and I continued trudging on.

John eventually came upon the injured man and found Chris Reed, along with a few others from the Dirty Dozen, already on the scene. John recognized these men as extremely passionate about search and rescue in light of their willingness to continue in the pouring rain. The victim had a broken ankle and the team prepared their basic, standard canvas litter to transport the man back down the trail. John offered to take one of the four handles. When they arrived at the command post, an ambulance was waiting and took the victim to the hospital. John was somewhat disillusioned with his first Utah County search and rescue experience as he expected a much higher level of service than what he witnessed. As he worked his way through several years as a rider, he began recognizing a pattern among those who always responded to

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call outs--who always worked hard and did the job right. The group he recognized was the Dirty Dozen.

FROM MOUNTAIN RESCUE TEAM TO JEEP PATROL

Alan Wakefield began his search and rescue career working with the Mountain Rescue Team. But he quickly found that the few rescues they conducted were not enough to satisfy his desire to help those who were lost or hurt in the wilderness. So he filled out an application to join the Jeep Patrol. He heard nothing from them, so he set aside his desire to join the Jeep Patrol and focused on the Mountain Rescue Team.

An electrician by trade, Alan worked with other contractors including Ed Sheldon, a heating and air conditioning technician who also happened to be on the Jeep Patrol. They formed a friendship, and two years after his initial application, about a year after John Valentine joined the Jeep Patrol they were all on a joint Jeep Patrol/Mountain Rescue Team rescue in a canyon. Ed took Alan aside and offered to sponsor him to join the Jeep Patrol. Alan jumped at the chance. He maintained his involvement with the Mountain Rescue Team and was very transparent about his dual membership. He would later find out that his initial application was simply thrown away without being given any consideration. But this didn't deter him. Alan, like Chris and John, was anxious to be involved in all the rescues he could.

PICKING OUT THE DIRTY DOZEN

After a year as a rider, John Valentine was voted in as a full member of the Jeep Patrol. It was around this time that Alan was brought on to the Jeep Patrol as a rider. John worked hard over multiple years to prove his skills and be in a position to be involved in rescues. John had a vivid memory of the first time he encountered Alan,

The first time I met Alan he was getting on a helicopter and I was being excluded from being on the helicopter. And I thought well who's this guy, he's getting on the helicopter and I'm being excluded. But I looked, and he had a brand new set of crampons, and I said oh okay, this guy's got something going for him.

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Popular Ice Climbing Spot in Provo Canyon

This small piece of critical ice rescue gear changed John's entire view of Alan. Only the people who were really serious about search and rescue, the Dirty Dozen, were serious enough to have their own personal gear cache, extensive enough to include ice rescue gear such as Alan's. John felt Alan was someone to be taken seriously. Alan's reputation as a member of the rival Mountain Rescue Team preceded him, and John had only heard negative comments about him. But after this simple experience, John knew this was someone he wanted to associate with, someone who would become a valued part of the Dirty Dozen.

A GOOD OL' BOYS CLUB AND A WOMAN RIDER

Kent Compton was on the Mountain Rescue Team with Alan for many years. His technical and medical skills were strong and he was also extremely knowledgeable about avalanche safety and rescue. Under any circumstances he would be an asset for the Jeep Patrol. So Alan brought him on as his rider. After a few years of proving his worth, Kent was voted in as a full member and as a full member; he had the right to bring on a rider of his own.

Protocol was that a member merely had to present his rider to the Jeep Patrol board. With no intention of causing a problem, and also without asking permission, Kent presented a woman to the board to become his rider. Up to this point the organization was unofficially considered a men's club. The wives of the Jeep Patrol members had a separate auxiliary group, and there was no mixing of the two organizations. Kent unknowingly disregarded this unwritten rule "...and all hell broke loose," as Alan recalled. The Old Guard was furious. The women's auxiliary group revolted against this unorthodox change. They did not think a woman could also be a rescuer. The female recruit was Luanne Forshee, a highly skilled K-9 handler and a dispatcher for the Provo City Police Department. She had considerable backpacking and mountaineering experience, and more qualifications than most of the Jeep Patrol members. But she was a woman, and the women's auxiliary group and the Old Guard acted as if the world would end if

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she joined the Jeep Patrol. She was eventually admitted to the Jeep Patrol, but the incident revealed further problems within the Organization.

A SHIFT IN POWER

Controversy over radios was a major battle the Dirty Dozen and the Old Guard experienced. The team needed a reliable way to be in contact as soon as a call came in and also a way to communicate when they were actually working on a rescue. They initially had large, outdated, hard-to-handle radios that did not properly transmit communications between the men at the Command Center and the men on the mountain. The Dirty Dozen went to the leadership of the Jeep Patrol to see if they could figure out a way to upgrade their radios. They were told "no"; a system was already in place that included such practices as driving up and down the canyon honking the car horn to cancel a call out. The Dirty Dozen nevertheless knew a more sophisticated and reliable means of communication was necessary. So many of the Dirty Dozen purchased and made their own upgrades without the knowledge or help of the leadership. After this long difficult battle merely to have better communications with each other, the Dirty Dozen knew they needed to be more strategic.

The Dirty Dozen worked hard to put their members into leadership positions within the organization. They knew that without some sort of power, they would not be able to make the necessary changes to the Jeep Patrol. So they formed relationships and lobbied for votes. The first of them to be voted Commander of the Jeep Patrol was John Valentine. During his time in leadership he attempted to put a strong emphasis on training.

TRAINING AND RESOURCES

The Old Guard's only concept of training was their annual rabbit hunt, where the objective was to learn how to drive in the snow. While this was a valid lesson to be learned, it hardly needed to be taught every year when more pressing training was badly needed. The Old Guard was resistant to change. But as the number of call outs a year increased, the Sheriff's pressure on the team to perform well increased as well. John and the Dirty Dozen began a more regular monthly training schedule. They studied knots and climbing systems and practiced high angle rescue and other skills they thought they might need. The Old Guard was invited and encouraged to join the training sessions, but their participation was sporadic and inconsistent. When they did attend, the members stayed over to the side and merely watched. An invitation to join in the practice would be met with, "No, we've tied them knots, we've done that before." The Old Guard thought their previous experience was enough. But, the Dirty Dozen recognized that the standards for rescue procedures were always changing and improving, and having tied the knots before wouldn't be enough preparation. They wanted to make sure they kept themselves to high standards so they could tie knots in freezing, wet, dark conditions with no problems.

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The Dirty Dozen was also adamant about furthering their medical training. Many took classes independent of the Jeep Patrol and became EMTs. Again, they encouraged all members of the Jeep Patrol to take these steps towards becoming better prepared for whatever rescues they might have. But the Old Guard refused.

The annual Canyonlands trip was the main fundraiser for the Jeep Patrol. They transported corporate sponsors and anyone else who could pay to Canyonlands National Park in Southern Utah. The Jeep Patrol members had an in-depth and intimate knowledge of the park and they acted as tour guides for their guests. They provided the proper equipment, took their guests off-roading, and cooked for them. The Old Guard saw it as a way to fund their other social events, but the Dirty Dozen saw it as a time for more training. They separated themselves from the group and used the time available away from their paying clients to work on further training.

Not only was the Canyonlands trip controversial because of the apparent divide and obvious difference in priorities, it was also contentious because of the major disagreement of how the funds raised should be spent. The Old Guard wanted to spend the money as they always had, funding social events, maintaining their clubhouse, and buying more camp kitchen and non-rescue related equipment. But the Dirty Dozen saw those funds as a way to buy better equipment and provide better training opportunities. The Dirty Dozen wanted to fund rescue Scuba dive classes for the members, but the resistance from the Old Guard won out. Those who chose to attend the training in Arizona paid out of their own pockets.

ALAN AS COMMANDER

Following John's term as Commander, a member of the Old Guard took over. The Dirty Dozen felt stymied without one of their group in power, but that did not stop their efforts to become better prepared. They continued to do most of the work on call outs and held trainings only they would attend. Daily lunch meetings facilitated discussions on ways to unify the organization and increase the level of service they could offer. A year later, the election for leadership put Alan Wakefield into the position as Commander.

One of Alan's first acts as Commander was to change the name of the organization. The organization became the County Search and Rescue. The Old Guard was livid. Not only was the Dirty Dozen trying to change the organization and use their resources and funds for training, but now they had changed the name and taken their long-time identity away. Tensions were at an all-time high. There were many sleepless nights as the Dirty Dozen's efforts continued to anger their friends in the old guard.

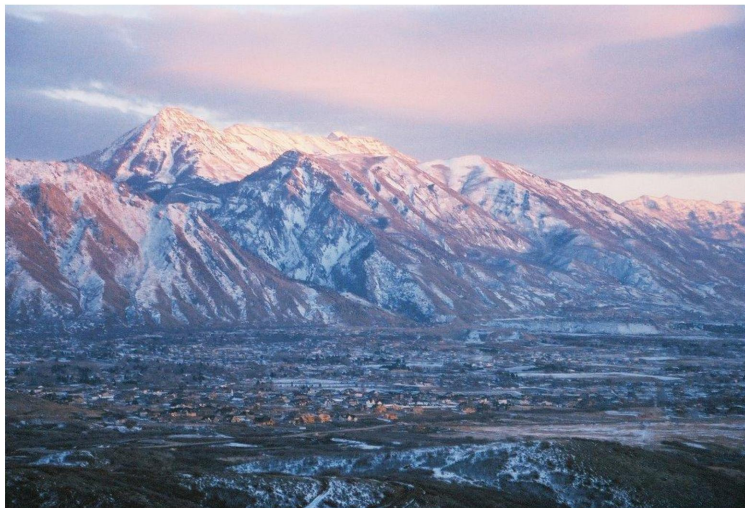
THE FINAL STRAW

Mount Timpanogos towers over the northeastern portion of Utah County at almost 12,000 ft above sea level. A good portion of the calls the Jeep Patrol received came from people stranded

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on this mountain. One August day, John hiked the 9 miles to the summit of the mountain with some neighborhood friends. He carried his radio with him, and as his group was preparing to head back down, he heard chatter on the radio sending out information about a call out on a lower section of the trail. He told his group he was going to hurry down to see if he could help. John left the summit at a very quick pace and worked his way towards the problem. He was running on a limited capacity of strength and stamina because he had summited the mountain already that day, but he knew his help was probably badly needed.

He was right. He was the first member of Jeep Patrol on the scene and joined by a member of the Timpanogos Emergency Response Team (TERT), who was already there. The people in need of help were an overweight man and his nine-year old son. They had tried to take a short cut off the trail and ended up "coiffed-out" in the cirque area, meaning they could neither go up nor down but were stuck on a cliff. In addition, the man tried to maneuver his way down a crack in the cliff and was stuck. The son was hysterical, crying and yelling for help. John brought his radio in case of an emergency, but he did not have all his search and rescue equipment with him. Luckily, the TERT team had a cache of climbing equipment at a relatively nearby location. John sent the TERT member to retrieve the gear while he stayed behind to calm the child and the man, and wondered why none of his team members had arrived.



Mount Timpanogos - West Face

The TERT member returned with the equipment and John began to set up a system that would allow him to help the man out of the crack. As he worked on this, Kent Compton literally ran up the trail. Kent knew John was the only team member on the rescue site and came as quickly as he could. John felt relieved to see him and gave Kent some water. They then worked quickly to get the man out of the crack. They set up an anchor system and John rappelled down with a second rope. He tied the man into a harness and, with the help of Kent up above, maneuvered the man out of the crack. John and the man then rappelled down to a lower ledge, and Kent walked the child down to where his father was. But, the rescue was not over. They still needed

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to safely maneuver the thousand-foot cliffs and return to the trail. Finally a few more Jeep Patrol members who had come from farther away appeared on the trail below. More help had arrived as John and the victims continued working their way toward the trail. Suddenly the child, who was walking behind John on the cliff, lost his footing and fell into John. The child and John fell over the cliff. John turned a somersault in the air and saw a tree root coming out of the side of the cliff. He grabbed the root with his left arm and felt an immediate concern for the location of the child. He reached out and somehow caught the child and hugged him in. They both stopped, suspended by a root and John's left elbow.

John was shaken up, but immediately began evaluating the options to get out of the situation. He realized he still had his harness and helmet on, but he would need help from above. He looked up to see Kent lying on his stomach with his head over the edge surveying the situation. John instructed Kent to give him a rope, and Kent went to work rigging a rope system that would get John and the child up to the cliff. Once the rope was lowered, John tied the child in and Kent pulled him up. Kent lowered the rope again and John clipped it into his harness. He then pushed away from the root and worked his way up the rope. Once everyone was safely back on ground, John and Kent instantly felt frustrated and angry about what had happened. They didn't have enough people or the right equipment to handle the situation, and as a result John and a child had almost lost their lives. John was ready to quit.



Mount Timpanogos Cirque - East Side

When the Sheriff heard what had happened he was furious. He decided to stop working with the Jeep Patrol and use only full-time deputies instead of volunteers to handle all search and rescue situations. He had almost lost a volunteer, not because the volunteer was incompetent, but because the unit was incompetent. He decided to de-certify the Jeep Patrol as a responding unit.

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The Dirty Dozen were devastated. They had worked for years to make the Jeep Patrol a successful search and rescue unit. They approached the Sheriff and told him how a small number of the Jeep Patrol members had worked hard, trained hard, and responded to every call out they could. This group of men pleaded for a chance to handle search and rescue, even if they had to do it independently of the Jeep Patrol. They would find a way to successfully conduct search and rescue missions and assure the Sheriff's involvement in call outs in order to avoid any similar incidents in the future.

THE SPLIT

The Dirty Dozen met to determine a new way to run the organization that would eliminate the issues involved with the Jeep Patrol. But they had learned from bitter experience that they couldn't make changes while still attached to the Jeep Patrol. Eight to ten years after the struggle had began, John and the other leadership members concluded a split was necessary. They began the process in private, but knew that they eventually needed a vote. The Jeep Patrol held their monthly meeting at their clubhouse on the first Monday of every month. But because of Labor Day, the next meeting would be at a later date than usual. So on August 27, an emergency meeting was called to begin at 1900 hours. Suspicions arose that the meeting was to vote about splitting the organization.

The meeting began with Alan submitting his resignation as commander and the other members of the leadership who were in the Dirty Dozen doing the same. With tensions at an all time high, a motion was made to split the organization into those who wanted to remain with the Jeep Patrol and those who wanted to do search and rescue. The vote affirmed the motion and the Old Guard was given their original name back, they were the Jeep Patrol once again. The team divided their resources, with the Jeep Patrol keeping all the camping equipment and the clubhouse, and the new organization getting the radios and a boat. Then, the Dirty Dozen and anyone else who wanted to focus on search and rescue were told by the remaining Jeep Patrol leadership to return their keys to the clubhouse and leave immediately. One by one, the Dirty Dozen and others who felt they would like to be a part of the new organization stood up, walked to the front of the room, placed their keys on the table, and walked out the door. The Jeep Patrol members who were left behind discussed what had happened and made it clear that they believed the new search and rescue organization would fail, and the Sheriff would come back and ask for them to resume handling search and rescue for the county.

After exiting the clubhouse, Alan, John, Kent, and Chris let the others know that the first meeting of the Utah County Sheriff Search and Rescue meeting would begin in 45 minutes at the Sheriff's Office about 10 miles away. If they wanted to be a part of the new organization, they should be there.

Rescuing Search and Rescue: A volunteer rescue organization's struggle with internal tension and the path to organizational competency.

UTAH COUNTY SHERIFF SEARCH AND RESCUE

At 9 o'clock that same Monday night, a group of volunteers gathered to begin their journey as the Utah County Sheriff Search and Rescue team. Present were previous Jeep Patrol members, EMTs, Paramedics, and a few others. Alan, John, Kent, and Chris introduced themselves as the leaders of the new non-profit organization and pagers were distributed so the team could be notified when they were needed. After the previous 10 years of tension and struggle, the Dirty Dozen and the new volunteers had a chance to build a new search and rescue organization.