

MANUAL OF POLICIES AND PROCEDURES FOR THE

H. E. BUTT FOUNDATION
WATERFRONT PROGRAM

REV. MAY 2019

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**SECTION 1
OVERVIEW**



Mission

The Foundation Waterfront Program exists to support the core purpose of the H. E. Butt Foundation, which is:

**To cultivate wholeness in people and institutions
for the transformation of communities.**

The specific goal of the Foundation Waterfront Program is to:

**Support the mission of Canyon programs by providing a safe,
memorable, and transformative experience.**

The Foundation Waterfront Program offers guests a collection of waterfront activities that are operated on the H. E. Butt Foundation Camps property.

Why This Manual?

Consistency Across Programs

This manual will ensure consistency in the Waterfront operations in the Canyon. Because of the way that our organization is structured (multiple independent programs sharing equipment and ranges), it is extremely important that the various programs are consistent in the use of these facilities. The Waterfront program offers incredible value to the Foundation Camps, LLFC, Outdoor School, LLYC, and Laity Lodge.

Alignment with Industry Standards

Another reason for this manual is to align Foundation Waterfront policies and procedures with “industry standards.” The primary industry group that sets standards for Waterfront activities is the American Red Cross.

Setting Up Our Staff for Success

At the core, this manual will serve as a guide to the people who operate these programs in the Canyon. At the end of the day, it is people who minimize the risk and make these activities enjoyable. The goal of this manual is, very simply, to help clarify to all the people involved the best way to work together to get the most from our Waterfront program.

Description of Waterfront Activities

The Waterfront program operates a wide array of waterfronts and elements. Because of the diversity of the waterfronts and programs, protocol may differ slightly between sites. The waterfronts can be broken down into 15 general sites:

1. Echo Valley

During LLYC, this waterfront offers a water slide, glacier, designated swim area, and several canoes. See staffing requirements for this waterfront on p. 15. This site has ladders and a concrete ledge.

2. Pebble Beach (adjacent to Echo Valley)

This is a zero-depth sloped waterfront that reaches about 4 feet in depth. This site is often used for kayaking during the school year. During summer sessions, Singing Hills uses Pebble Beach for Swim Time and lunch. There are no designated swim ropes at this waterfront.

3. Windsong

Windsong waterfront is used mainly by Foundation Camps throughout the entire year. It is equipped with several canoes and a designated swim area. The river winds narrowly along the back deck of the campsite, allowing for a shady respite.

4. Singing Hills

As one of the most active waterfronts during LLYC, Singing Hills is equipped with canoes, Stand-Up Paddleboards (SUPs), a water zip-line, a water slide, a glacier, and a designated swim area. Most of this waterfront ranges around 8-9 feet in depth and has some of the clearest water on property.

5. Singing Hills Shallow End (below Singing Hills Dams)

This waterfront is very popular for small groups wanting to relax and spend time in the water. It is marked with a designated swim rope, at a depth of about three feet. Often a popular spot for Cabin Activity during LLYC, this waterfront does not disappoint.

6. Crazy Horse

Frequented by small groups, Crazy Horse is a rocky narrow section of the river. It is a favorite spot due to its unique character. There is a ladder, but the swim area is not marked by ropes. This waterfront is also used for fishing activities by LLFC.

7. Laity Lodge

This waterfront features a dock, a floating dock, kayaks, and SUPs. This section of the river features stunning Canyon vistas and a picturesque view over the nearby dam.

8. Family Circle

Family Circle is frequently used for kayak and SUP programming, located between Laity Lodge and Linnet's Wings waterfronts. There is no designated swim area for this site.

9. Linnet's Wings

This waterfront is marked by a floating dock and a designated swim area. Canoes are also available at this waterfront. There is a section of the river that is more shallow at the upriver side of the camp near the dam. Linnet's Wings has a central ladder and several rock shelves for spectators.

10. Headwaters

Headwaters waterfront is primarily used by LLFC and Foundation Camps. This waterfront was created with young children in mind and includes three small pools that get deeper with each descent. This waterfront also features a speed slide that is always a favorite. In addition, there are several watercraft to choose from including canoes, kayaks, and SUPs. There is a designated swim area here.

11. Blue Hole Preserve

Blue Hole is often considered the crown jewel of the property. Known for its pristine blue water, deep sections, and remarkable Canyon vistas, this site also features a very popular jump. There are no boundary ropes at this site.

12. Echo Valley Entrance

The roadside entry to Echo Valley is a great place for campers to wade and splash in shallower water. There is no designated swim area.

13. Singing Hills Lower Dam Overflow

This waterfront features a shallow play area with an abundance of easily visible marine wildlife. There is no designated swim area.

14. Laity Lodge Dam Overflow

This wooded and shady overflow is a shallow play area with pavers. There is no designated swim area.

15. Rockslide

Located on the Canyon side of the road, this is a great spot to experience a waterfall-like rush of water through the river. Mostly shallow, this section does not have a designated swim area.



SECTION 2
POLICIES & PROCEDURES

Safety Procedures

The following policies and safety standards should be followed in the operation of the H. E. Butt Foundation waterfronts during programming:

- Every group must be under direct supervision of a responsible adult 18 years or older at all times.
- The minimum number of certified staff, as specified in this manual, should be on duty to use a waterfront.
- Any waterfront activity requires the supervision of at least two certified Lifeguards.
- **No diving is allowed at any waterfront.**
- **Climbing to jump may only be done at the designated Blue Hole jump.**
- Swim area and watercraft areas should be separated by ropes.
- When on duty at the waterfront, all Lifeguards should have a hip pack on their person containing: pocket mask, disposable gloves, and goggles. Hip packs will be collected from, and returned to the backboard after each shift.
- Each LLYC or LLFC Lifeguard will be issued a whistle; it is the responsibility of the Lifeguard to have their whistle at all times when on duty.
- Lifeguards should appropriately carry a rescue tube. Rescue tubes are stored at each major waterfront.
- U.S. Coast Guard-approved, appropriately fitted, inherently floatable Personal Flotation Devices (PFDs) should be worn on all watercraft, at all times, by participants under the age of 18. Watercraft includes canoes, kayaks, and stand up paddleboards (when in use out of swimming zone). PFDs will be supplied and maintained by Outdoor School during the summer season and by the Foundation Camp staff during the non-summer season.
- A backboard, stocked hip packs, and a radio should be brought to a waterfront anytime it is in use.
- Use of tobacco, alcohol, or drugs by any participant or staff is prohibited at any waterfront.
- For any waterfront activity outside of one of the camp areas, a vehicle, backboard, hip packs, radio, and rescue tubes must be with the group in case of emergencies.
- Any participant whose behavior threatens the safety of themselves or others or whose behavior distracts from the goals of the experience may be immediately removed from the activity.

- A Waterfront Director or the Waterfront Program Manager may revoke or suspend the certification of any Lifeguard or Helper at any time if they have any reason to believe that the person is not able or willing to perform their job.
- Any waterfront activity must be done with minimal or no impact to the environment.
- Waterfronts may only be utilized during daylight hours.

Job Titles and Descriptions

The Foundation Waterfront Program is run by a team of staff and contractors who work together to ensure that the participants have the highest quality experience. The core team consists of Lifeguards and Waterfront Directors. Lifeguards and Waterfront Directors work closely together during any Waterfront time, with Waterfront Directors directly supervising the Lifeguards. The Director of Outdoor School is involved in the overall management and direction of the program.

What follows is a list of the different members of the Waterfront team and the specific roles that they each play in operating the program:

Foundation Waterfront Program Staff

Sr. Director of Outdoor School:

- Will oversee aspects of the Foundation Waterfront Program
- Will supervise summer equipment needs of the Waterfront Program
- Will supervise training, evaluation, and certification of Waterfront staff
- Will supervise inspection needs for the Waterfront Program
- Will ensure that Waterfront Program policies, procedures, and manuals are relevant and implemented

Waterfront Directors (Outdoor School Interns):

- Will oversee and assist in the daily operation of the Waterfront Program
- Will ensure all daily setup is complete
- Will assist the Lifeguards in any emergency or rescue operations
- Will assist in the training, evaluation, and certification of Waterfront staff
- Will conduct in-services

- Has the authority to “bench” any Waterfront staff member who is not ready or able to perform their required duties
- Will report to the Sr. Director of Outdoor School
- Is a certified position; the person holding this certification will have passed a skills test and written test
- Will assist with Lifeguard coverage as needed
- Will ensure Lifeguards are stationed correctly, on time, with necessary equipment
- Will hold Lifeguards accountable
- Will oversee the administration of swim tests for LLYC

Waterfront Lifeguard:

- Is responsible for the operation of any of the waterfronts in the Canyon
- Responsibilities include surveillance, performing rescues, fitting lifejackets, enforcing rules, and anything else necessary to ensure that a participant has the safest, most positive, and profound experience while at the waterfront
- Will perform all operations with a “safety first” mentality
- Will report to the Waterfront Director on duty
- Is a certified position; the person holding this certification will have passed a skills test, written test, and have completed a Lifeguarding course
- Is responsible for making sure all equipment is at the waterfront prior to Swim Time
 - » Backboard (stored in Ranch House during non-Swim Times)
 - » Paddle board (available exclusively to lifeguards at all times)
 - » Hip packs that have required supplies
 - » Whistle

Waterfront Helpers (Helpers):

- Are responsible for supervising the supplemental equipment when in use, such as zip-lines, water toys, slides, or watercraft
- Are responsible for supervising participants who remain out of the water
- Will perform all operations with a “safety first” mentality
- Will report to the Lifeguards on duty

Note:

- All staff must be at least 16 years old and physically capable of performing duties.
- All staff must have a staff application, health form, and criminal background check on file.

- All staff must notify on-duty Waterfront Director when taking any prescribed medication.

Outside Contractors

Outside Lifeguards

- Must hold a current Lifeguarding certification
- Should present proof of certification to on-duty Guest Services

Outside Course Trainer:

- Is a certified Waterfront and Waterpark Lifeguarding Instructor who teaches the lifeguard course onsite at H. E. Butt Foundation Camps

Training and Certification

To ensure the highest level of risk management for our guests, all Waterfront staff must go through a rigorous training and evaluation process before they may participate as a staff member in a waterfront activity. What follows are the requirements necessary to become a certified staff member:

Waterfront Director:

- Must complete 4-day course in Waterfront Lifeguarding
- Must pass written exam and hands-on skills test
- Have an understanding of the Foundation's philosophy and goals and understand how the waterfront experience supports this mission
- Exhibit common sense, good judgment, and safety awareness at all times
- Be able to demonstrate sensitivity and maturity appropriate to the ages and skill levels of the participants

Waterfront Lifeguard:

- Must complete 4-day course in Waterfront Lifeguarding within the last 2 years (certification expires every 2 years)
- Must pass written exam and hands-on skills test
- Have an understanding of the Foundation's philosophy and goals and understand how the waterfront experience supports this mission
- Exhibit common sense, good judgment, and safety awareness at all times
- Be able to demonstrate sensitivity and maturity appropriate to the ages and skill levels of the participants
- Lifeguards are expected to perform rescues and should be familiar with the procedures listed in the Emergency Action Plan (EAP) on p. 24
- Seasonal staff certified off-site will be required to complete training which certifies them as Red Cross Lifeguards. Other certifications such as Ellis and Associates will need to be sent to Outdoor School staff for review, and all outside certifications must remain on file and current throughout the term of employment

Waterfront Helpers (Helpers):

- Must complete training appropriate to their skill level
- Must demonstrate competency to Waterfront Director

- Have an understanding of the Foundation’s philosophy and goals and understand how the waterfront experience supports this mission
- Exhibit common sense, good judgment, and safety awareness at all times
- Be able to demonstrate sensitivity and maturity appropriate to the ages and skill levels of the participants
- Assist in rescues as designated in the Emergency Action Plan (EAP)

Staffing Requirements

For the sake of safety and efficiency, a minimum number of staff are required to operate each waterfront. The minimum numbers required to fully open each waterfront are:

Echo Valley — minimum of five (5) certified Lifeguards*

**when all aspects of waterfront are in use*

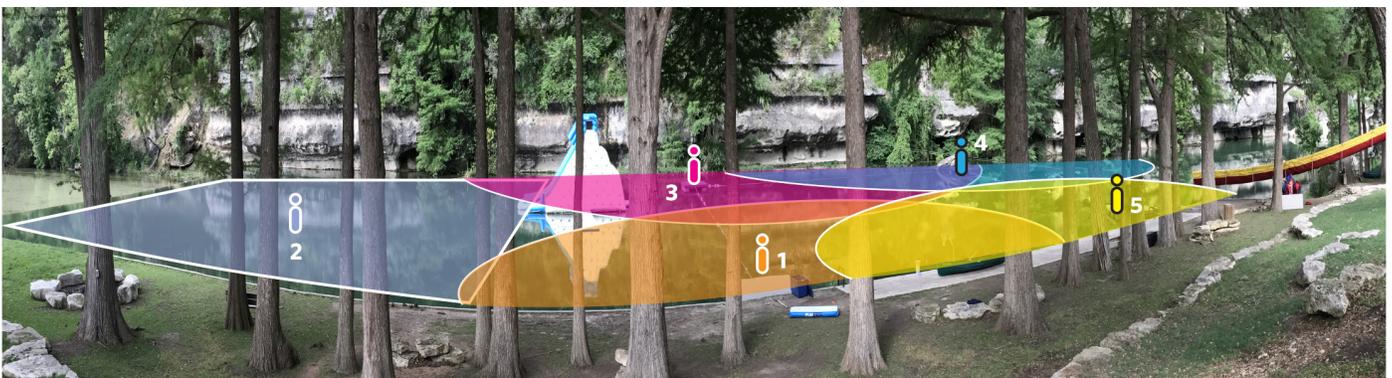
- **Position 1** — floating dock near Ranch House
- **Position 2** — on paddleboard on dam side of glacier
- **Position 3** — floating dock closest to dam
- **Position 4** — floating dock by boulder
- **Position 5** — floating dock by water slide surveying water

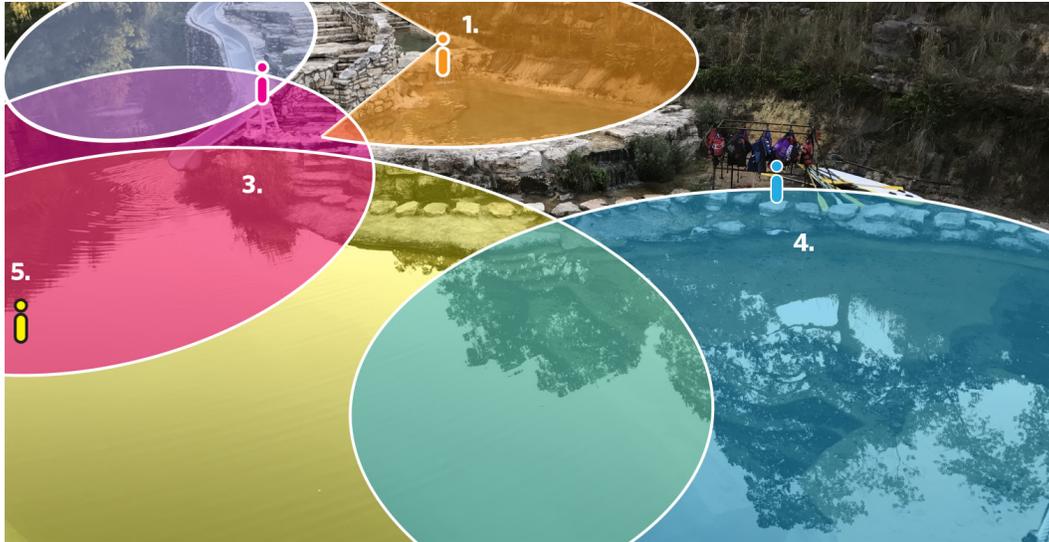
If the **water slide** is in use, post a non-certified Helper at the top to maintain order on the slide.

If the **glacier** is in use, post a non-certified Helper at the top to maintain order.

Headwaters — minimum of five (5) certified Lifeguards

- **Position 1** — shallow pools





- **Position 2** — lifeguard chair
- **Position 3** — lifeguard chair
- **Position 4** — rock shelf by the watercraft area
- **Position 5** — floating across from the slide

If the **water slide** is in use, post a non-certified Helper at the top to maintain order on the slide.

Post a non-certified Helper at the **watercraft area** to assist campers with getting into and out of boats and ensure all PFDs are fitted appropriately.

Singing Hills — minimum of eight (8) certified Lifeguards*

**when all aspects of waterfront are in use*

- **Position 1** — floating up river from the water toy
- **Position 2** — on the floating dock on the left
- **Position 3** — on the floating dock on the right
- **Position 4** — in water at the end of the slide and zip
- **Position 5** — opposite side in the lifeguard chair
- **Position 6** — on SUP next to water toy jump
- **Position 7** — on SUP on SH side of toy
- **Position 8** — (if running shallow swim area)

If the **water slide** is in use, post a non-certified Helper at the top to maintain order on the slide.



If the **water zip-line** is in use, a non-certified Helper should be posted at the top to assist campers and maintain order.

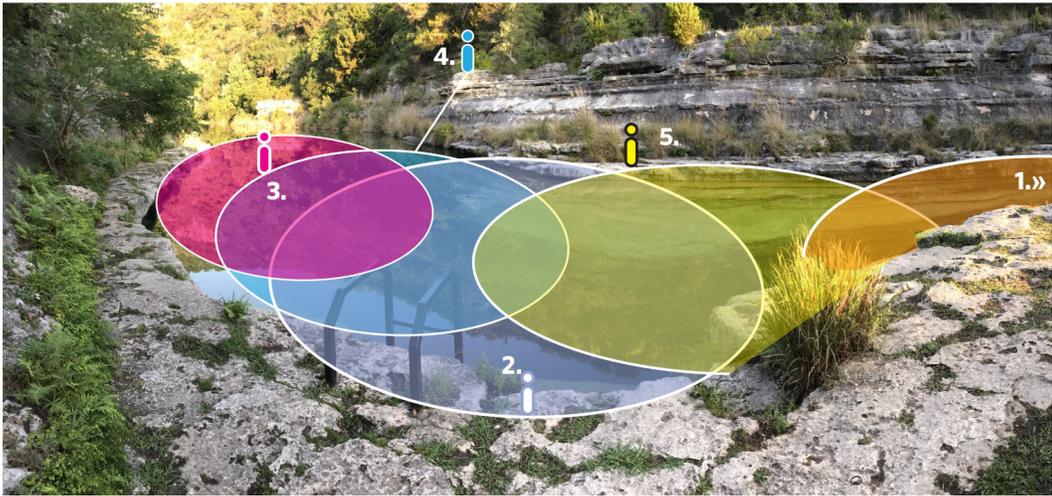
If the **water toy** is in use, a non-certified Helper should be posted at the top to assist campers and maintain order.

Blue Hole — minimum of five (5) certified Lifeguards (PHOTO ON REVERSE)

- **Position 1** — bottom of the stairs at water's edge
- **Position 2** — to the right of the ladder
- **Position 3** — on a SUP floating outside of cliff jump landing zone
- **Position 4** — at the top of the cliff jump
- **Position 5** — rock shelf directly across from ladder on canyon wall side

It is recommended that PFDs should be worn for the Blue Hole jump.

Linnet's Wings, Pebble Beach, Crazy Horse, Windsong, Laity Lodge (when visited by Summer Staff) — recommended minimum of two (2) Lifeguards for up to 40 swimmers, and 1 additional lifeguard for each additional 20 swimmers



(BLUE HOLE REFERENCE PHOTOS FROM REVERSE)

CANYON LIFEGUARD-TO-SWIMMER RATIO IS 1:20			
FOR EVERY	20 SWIMMERS	YOU NEED AN ADDITIONAL	1 LIFEGUARD
	40 SWIMMERS		2 LIFEGUARDS
	60 SWIMMERS		3 LIFEGUARDS
	80 SWIMMERS		4 LIFEGUARDS
	100 SWIMMERS		5 LIFEGUARDS
	120 SWIMMERS		6 LIFEGUARDS
	140 SWIMMERS		7 LIFEGUARDS



SECTION 3
FACILITATOR GUIDE

Swim Test for LLYC:

Each camper will be tested at the beginning of each session to determine their swimming skills.

Echo Valley— tested two cabins at a time. Four Lifeguards should be stationed on three docks and one in water along swim route.

1. Swim from the (dam-side) dock by concrete shoreline to the opposite dock, then diagonally across to camp shoreline side dock by slide.
2. Tread water for one minute by the concrete shoreline.
3. Lifeguard or designee will record the campers who do not pass. Anyone who does not pass the first time or decides not to attempt the test will be given a second opportunity. Lifeguard Captain or designee will coordinate second test. Those who either do not pass or choose not to complete the swim test must wear a PFD at all times when in the water. During LLYC programming, counselors will ensure that these participants wear PFDs.

Singing Hills— Buddy cabins tested together. Lifeguards stationed on each dock and in water along swim route.

1. Swim from concrete shoreline to opposite bank and back unassisted.
2. Tread water for one minute by concrete shoreline.
3. Lifeguard Captain or designee will record the campers who pass. Anyone who does not pass the first time or decides not to attempt the test will be given a second opportunity. Lifeguard Captain or designee will coordinate second test. Those who either do not pass or choose not to complete the swim test must wear a PFD at all times when in the water. During LLYC programming, counselors will ensure that these participants wear PFDs.

Swimming Activity Guide

LLYC Active Swimming at Echo Valley and Singing Hills:

Camper Count

- Counselor is responsible for head count of campers while at waterfront.
- One long whistle blast will signal all swimmers to exit water and check in with Counselor for camper head count.
- Counselors should account for all campers in cabin whether by water or restroom/nurse, etc.
- Once Lifeguards have rotated to their posts, one long whistle blast will signal that the waterfront has re-opened.
- Lifeguard rotations continue every 30 minutes until Swim Time is over.

LLFC Open Swimming at Headwaters:

HW Waterfront Procedures

- Everyone under the age of 14 must have an adult present when lifeguards are not present.
- No running.
- When jumping in, enter the water feet first.
- All watercraft (kayaks & paddleboards) must stay downriver of swim area.
- Everyone under 13 must WEAR a lifejacket while on watercraft.
- 14 and older must have a personal floatation device on board watercraft.
- Under 14 must be accompanied by an adult while on watercraft.
- Slide is only available when lifeguards are present and you must go feet down the slide first.

Note: At the end of facilitated swim time, the lifeguards will blow their whistle, ask everyone out of the water, do a water scan, and then tell swimmers to find their parents before leaving.

Blue Hole Preserve Procedures

- When jumping in, enter the water feet first.
- Those under 48" tall must wear a life jacket if jumping from the cliff.

Foundation Camp Guidelines:

- You must provide your own lifeguards; we do not provide lifeguards. All waterfront activities must be attended and supervised by two lifeguards who hold a current American Red Cross Lifeguard certification or its equivalent. A certificate must be presented at camp to the Guest Services Manager. A minimum of two lifeguards per 40 swimmers is required and one additional lifeguard for each additional 20 swimmers.
- Your Waterfront Director is responsible for procedures of waterfront safety and must ensure that they are strictly enforced. Waterfront staff must not engage in any other duties or activities that would prevent their attention or response to those in their charge.
- Swim tests should be used to determine each child's swimming ability. Participants must then be confined to areas suitable to their respective swimming skills or wear U.S. Coast Guard-approved PFDs.
- A method of checking swimmers in and out of the water should be established and enforced.
- Some life-saving equipment (rescue tube and backboard) is provided at your campsite swimming area. Your certified Waterfront Director is responsible for

providing all other equipment, including a first-aid kit, pocket mask, and whistle and determine that it is operational and immediately available for use in case of an emergency.

- U.S. Coast Guard-approved PFDs are provided at your campsite for watercraft. Each occupant of a watercraft must wear a properly fitted PFD at all times while in the watercraft.
- We do not provide flotation devices for swimmers.
- Docks are to be used by the lifeguards on duty and swimmers needing assistance only.
- No diving is allowed at any waterfront.
- Any waterfront activity must be done with minimal or no impact to the environment.
- Waterfronts may only be utilized during daylight hours..

Cross check to ensure all safety policies have been covered.

Water Amusements:

Echo Valley — The glacier will be open for two (2) cabins at a time for 15-minute blocks of time during Frio Fiesta and Cabin Time. The Lifeguard Captain or designee will keep time and direct glacier rotations. Slide will be open continuously during Frio Fiesta, and will require a Counselor to serve as a Helper at the top of the slide to manage safety (see: Lifeguard Positions pg. 14).

Singing Hills — The Singing Hills water toy, slide, and water zip-line will be open for two (2) cabins at a time for 15-minute blocks of time during open Swim Time. The Lifeguard Captain or designee will keep time and direct Singing Hills water toy rotations..

Zip-Line (Singing Hills)

- Lifeguards must be on duty before anyone uses the zip-line.
- Only one (1) person at a time is allowed on the zip-line.
- Hang on with hands only.
- Immediately clear landing area towards ladder after using zip-line.
- Maximum of one (1) Counselor and two (2) participants permitted on the zip tower at a time.
- No diving from zip platform is allowed.
- Counselor Helper is required to staff the top of the zip-line while in use.

Water Slide (Singing Hills & Echo Valley)

- One person allowed on slide at a time.
- Immediately clear landing area after using slide.
- Walking up slide is not allowed.
- Counselor Helper is required to staff the top of the slide while in use.

Headwaters – Water Slide will be open when there is lifeguarded open swim.

- One person allowed on slide at a time.
- Immediately clear landing area after using slide.
- Walking up slide is not allowed.
- Feet first only.
- Wait for Lifeguard okay to proceed.





SECTION 4
APPENDICES

Appendix Contents

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Emergency Action Plan (EAP) — This flow chart guides staff through emergency procedures.

Definitions — This is a list of the terms used in this manual and the specific way that the terms are used.

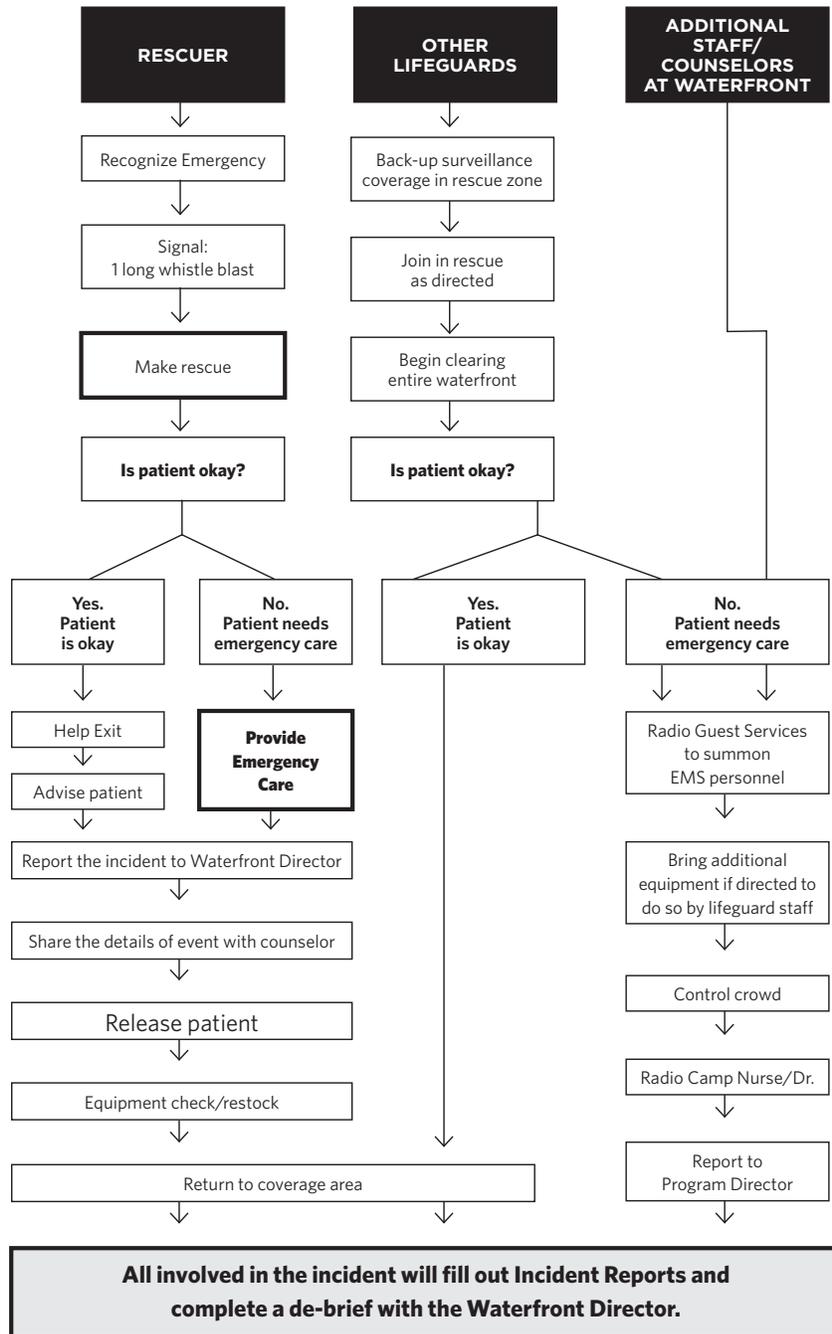
Equipment Needed by Site — This is an inventory of specifically what equipment is needed to operate the specific Waterfront elements. The inventory list is subdivided by where the equipment is stored.

Incident Report Form — This is a form to fill out after responding to an accident.

Emergency Action Plan (EAP):

Upon recognition of an emergency, we will activate the EAP using one long whistle blast. Life-threatening emergencies will also require a radio call to Guest Services for Emergency Services, followed by a call to the Camp Doctor and Nurse.

Foundation Waterfront Program Emergency Action Plan



Definitions

American Red Cross — This organization offers Waterfront Lifeguarding courses for certification and is considered the standard in the industry. We adhere to the guidelines and updates as specified by this organization.

Fecal Releases — Fecal releases will result in immediate closure of the waterfront until the Waterfront Manager deems the area safe.

Incident Reporting — Following any incident, Lifeguards, Waterfront Directors and the Waterfront Program Manager will meet to complete an incident report form and de-brief the incident.

Inclement Weather — Waterfront will be closed for 30 minutes from the last seen lightning strike or the last heard thunder. In the event of high winds, high water flow, or poor water quality, the Waterfront Director may close the waterfront.

Participant — a guest in the Canyon that chooses to participate in a waterfront activity.

SUP — Stand Up Paddleboard

Waterfront Activity — any specific use of a waterfront or equipment.

Waterfront Lifeguard — a certification level. People who have trained and certified to this level are the operators of the waterfront equipment in the Canyon. Waterfront Lifeguards manage risks for swimmers at each site.



Waterfront Equipment List

Echo Valley, Singing Hills, Headwaters, Linnet's Wings, and Windsong Campsites

- Variety of PFDs (ranging from infant to adult XL) — equal to or greater than number of watercraft seats at the campsite
- Lifeguard buoy for each lifeguard on duty
- Backboard, straps, and neck immobilizer
- First-aid kit
- Lifeguard hip pack for each lifeguard on duty containing gloves and rescue breath barrier
- Radio (or other method of communication) with which to alert Director/ Group Leader of emergencies
- Appropriate watercraft (canoe/kayak TBD by Foundation Camp staff)
- Rescue SUP at both Echo Valley and Singing Hills during summer season



