



Facing Challenges Together



Portland, Oregon

25th Annual Conference | October 3-5, 2018

PURPOSE STATEMENT

The WRMC provides a forum to learn and share common practices in wilderness risk management, and contributes to a culture of open dialogue among outdoor industry professionals.

WE BELIEVE

- Wilderness and outdoor experiences create unique opportunities for growth.
- There is value in taking risks, and those risks need to be thoughtfully assessed and managed.
- We have a responsibility to share learning in order to promote improved practices across the industry.
- Each organization should define its own risk management goals and practices, while also striving to learn from the experiences of others.
- Managing the risks to our participants and staff helps us manage the risks to our organizations.
- We can and should enlist our participants in managing program risks.
- Cultural competence supports risk management.
- Transparency with participants and their families is valuable and appropriate, including in times of crisis.
- Timely reporting and debriefing of incidents is key to promoting learning and improving practices over time.
- Prudent legal strategies are grounded in running quality programs that prioritize the health and well-being of those involved.

Welcome to the 2018 WILDERNESS RISK MANAGEMENT CONFERENCE in Portland, Oregon

On behalf of the Steering Committee, welcome to the 25th annual WRMC! If there is anything I can do to support your learning while you're here, please don't hesitate to reach out to me. One of the best parts of this conference is the community we build each year as we explore challenges and questions together. I look forward to meeting you over the next few days!

Sincerely,



Katie Baum Mettenbrink
WRMC Steering Committee Chair

The WRMC is a community with a shared history of facing challenges together. The Steering Committee is committed to fostering an inclusive event culture where attendees, speakers, staff, and volunteers of all identities feel welcome.

2018 WRMC STEERING COMMITTEE

Katie Baum Mettenbrink
Chair, *NOLS*

Rafael Rosa
Student Conservation Association (SCA)

Maureen Fox
NOLS

Amberleigh Hammond
Sierra Club, formerly SCA

Catherine Hansen-Stamp
Adventure and Recreation Attorney at Law

Jay Satz
Northwest Youth Corps

Steve Pace
Association for Experiential Education (AEE)

Steve Neal
Outward Bound

Jeannette Stawski
Association of Outdoor Recreation and Education (AORE)

Todd Duncan
Sierra Club

Drew Leemon
NOLS

Mike Pigg
Outward Bound

ANNOUNCEMENTS

HAVE A QUESTION?

Visit the WRMC office in Hayden (located between the lobby and exhibit hall). Ask our staff wearing red vests and name tags that say “Staff.” Anyone wearing a name tag that says “Committee” is eager to hear what you are learning and help you make the most of your conference experience.

INTERNET

Complimentary wireless internet is available throughout the hotel and in guest rooms. Please contact the hotel front desk if you need assistance.

NEW TO THE CONFERENCE?

Attend the First Time Attendee orientation from 3:30–5:00 p.m. or visit with WRMC Steering Committee members at their welcome table from 5:00–6:00 p.m. on Wednesday in the Exhibit Hall. Ask questions and learn how to get the most out of your WRMC experience.

WORKSHOPS START ON TIME

Help the conference run smoothly and make the most of your time here. Support speakers and be courteous to your fellow attendees by arriving to workshops a few minutes before they begin.

THINGS TO KNOW

COFFEE AND SNACKS

Morning coffee is available on Thursday and Friday in the Exhibit Hall, where you can also re-energize during morning and afternoon breaks during Exhibitor Showcase times. Help with our sustainability efforts and bring your own reusable water bottle and coffee cup!

MEAL PLAN

If you’ve purchased the meal plan, bring your ticket to the Exhibit Hall for breakfast and lunch on Thursday and Friday.

KEYNOTE DINNER

Dinner prior to Dr. Luanne Freer’s keynote address will commence around 6:30 p.m. following a social hour and remarks from Steering Committee members. Vegetarian, vegan, and gluten-free options are available. Just let your server know your dietary needs.

EXHIBITOR SHOWCASE

Get to know the exhibitors on opening night at 5:00 p.m. in the Exhibit Hall and enjoy light appetizers, cash bar, and prize giveaways!

JOB NETWORKING?

Look for the job booth in the Exhibit Hall to post or view job announcements.

SURVEYS—PARTICIPATE FOR A CHANCE TO WIN PRIZES!

Help us improve! Online surveys will be emailed at the end of each day. Prizes will be given away to random survey-takers—check the prize table daily for winners.

GENDER INCLUSIVE RESTROOMS

Located to the right of the staircase on the lower level.

EXPLORING OUTSIDE

GETTING AROUND

The hotel offers a free shuttle to the surrounding 4.5 mile area—restaurants, shopping, and MAX station to downtown.

WAYS TO STAY ACTIVE

Amenities at the hotel include a pool and fitness center. Get outside for a walk or run along the river.

Yoga for Outdoor People, instructed by Helen Wilson, is available on Thursday and Friday mornings at 6:45 a.m. in the York room. Bring a yoga mat (or towel) and wear comfortable clothing. This class is suitable for any skill level.

SEE THE CITY

Meet in the hotel lobby at 6:30 p.m. on Thursday for a trip to Portland’s downtown Pearl District for an evening of food, friends, and fun. Thanks to the GutMonkey team for leading the charge! They will help you navigate the MAX train to downtown and show you around once you get there. Stay with the group as long as you want, or break off at anytime to pursue your own adventure.

HOTEL AND NEARBY DINING

The hotel has three restaurants on site. There are a handful of restaurants and a grocery store within walking distance of the hotel. Each room is equipped with a mini fridge.

WRMC YEAR-ROUND COMMUNITY

WRMC SOCIAL MEDIA

Join the WRMC Facebook page or follow us on Twitter to get updates about the conference. Look for comments and photos from this year's conference, news on next year, or use it to share information with your colleagues and keep in touch with your fellow attendees. Use #WRMC.



Wilderness Risk Management Conference



WildrnssRiskMgmtConf

Engage with us all year long at nols.edu/wrmc

ONLINE RESOURCE CENTER

The learning doesn't stop when the conference ends! Articles, workshop outlines, and take-home action steps from this and past WRMCs are available to the public for your continuing education needs.

CHARLES (REB) GREGG WILDERNESS RISK MANAGEMENT AWARD

This award recognizes individuals who have made significant contributions in risk management to the outdoor adventure education profession. The award is presented annually at the WRMC. The award's namesake, Reb Gregg, is a practicing attorney who specializes in outdoor adventure and education law. He has been instrumental in the development of the WRMC. Visit the WRMC website to nominate someone for this prestigious award.

JIM RATZ MEMORIAL SCHOLARSHIP

Apply for a scholarship for next year's conference. The deadline is in June. Or provide support to others by donating to the scholarship fund. The application and online donations are available on the WRMC website.

BE A SPEAKER

Consider presenting a workshop, poster, or short talk next year. Look for the call for proposals in January.

HISTORY OF THE WRMC

In 1992, representatives from Outward Bound, Alpine Towers, Wilderness Medical Society, Wilderness Education Association, Exum Mountain Guides, Association for Experiential Education, International Safety Network, National Association of Search and Rescue, American Mountain Guides Association, American Alpine Club, Outdoor Network/Outdoor Recreation Coalition of America, the National Park Service, and NOLS met in Lander, Wyoming, to form the original Wilderness Risk Managers Committee. The group set an agenda that involved an examination of current issues within the industry and each organization. The committee wanted to serve as an informal think tank, providing better understanding and coordination in the outdoor education arena.

After meeting for a second time in 1993, the committee sponsored the inaugural Wilderness Risk Management Conference (WRMC) at NOLS Pacific Northwest in

Conway, Washington, in 1994. Since that time, the conference has served as a venue for sharing experiences and aligning practices in wilderness risk management. The conference is known for its high quality workshops and spirit of collegiality and openness.

Over time, multiple groups have influenced the WRMC. The WRMC Steering Committee has included outdoor schools, guide services, non-profits, and land managers who have helped to develop the conference agenda and to attract high-quality presenters. NOLS, along with legacy partners Outward Bound and the Student Conservation Association, continue to enhance the professionalism of the conference and extend its reach within the industry.

The WRMC continues to evolve under the guidance of the partners and contributions from attendees. It remains an excellent educational opportunity for those new to the field and established professionals alike.

WRMC LEGACY PARTNERS



**OUTWARD
BOUND**



NAVIGATE THE CONFERENCE

DURING THE CONFERENCE

Engage With the Community

Participate in structured networking, social hours, and special events. Connect with others during meals and between sessions.

Attend Core Workshops

“Core” workshops provide fundamental material and are highly recommended for new attendees.

Capture Action Steps

Each presentation includes action steps—visit the WRMC website for a complete list.

Ask Questions

Please ask questions of WRMC staff and Steering Committee members. We are here to help you! Look for identifying ribbons on name tags.

Learn From Peers

Discover the challenges other programs face and dialog about solutions. Use the color code on your name tag to meet people who work in similar program types.

AFTER THE CONFERENCE

Provide Feedback

Online surveys will be distributed each day of the conference.

Make a Plan

Synthesize the action steps into a prioritized plan for your program. Remember to fine tune and adapt concepts—a technique or policy that works for one program might not work for another.

Bookmark WRMC Resource Center

Visit the online WRMC Resource Center for workshop notes and hand-outs, videos, and the attendee list.

Consider Presenting Next Year

Have an idea for a workshop? Look for the call for proposals in January. New ideas and speakers add value and help keep the conference relevant!

PRE-CONFERENCE

Monday-Wednesday, October 1-3

7:00 a.m.–8:00 a.m. **Pre-Conference Check-In** Registration Office *Hayden*

Tuesday, October 2

8:00 a.m.–5:00 p.m. **Kanakuk Child Protection Plan Seminar** Rick Braschler *Clackamas*

1:00 p.m.–5:00 p.m. **Simplifying the Roll** Helen Wilson *Offsite*

Tuesday-Wednesday, October 2-3

8:00 a.m.–5:00 p.m. **Building a Foundation for Understanding Inclusion** Greta Mills, Sydney Clark *Multnomah*

Effective Outdoor Program Design and Management Joel Reid, Aaron Ball *Crown Zellerbach*

NOLS Risk Management Training for Administrators Nate Ostis, Emily Ledingham, David Yacubian *Clark*

Wilderness First Responder Recertification Gates Richards, David Janney *Washington*

Wednesday, October 3

8:00 a.m.–5:00 p.m. **Psychological First Aid: Train the Trainers Seminar** Laura McGladrey *Clackamas*

Steering the Ship: Risk Management Training for Senior Leadership Steve Smith, Josh Cole *Overton*

8:00 a.m.–12:00 p.m. **Root Cause and Systems Analysis: A Technique for Incident Investigation** Mark Vermeal, Mike Pigg *Pettygrove*

The Art (and Science) of Giving Bad News: Critical Incident and Death Notifications Will Marling, Jay Satz *Weyerhaeuser*

1:00 p.m.–5:00 p.m. **And the Winner is...(?) Hot Issues, Hot Cases** Catherine Hansen-Stamp, Reb Gregg *Weyerhaeuser*

Parent Phone Call Practice Lab Paul Dreyer *Pettygrove*

3:30 p.m.–5:00 p.m. **First Time Attendee Orientation** WRMC Steering Committee *Grand Ballroom*

CONFERENCE OPENING

Wednesday, October 3

5:00 p.m.–6:00 p.m. **Conference Check-In** *Grand Ballroom*

Exhibitor Reception, Giveaways, Appetizers, and Cash Bar *Grand Ballroom*

5:00 p.m.–6:30 p.m. **Welcome Table with Steering Committee** *Grand Ballroom*

Poster Session *Grand Ballroom*

6:30 p.m.–7:00 p.m. **Opening Remarks** *Grand Ballroom*

7:00 p.m.–7:30 p.m. **Reb Gregg Wilderness Risk Management Award Ceremony 2018 Recipient** Clare Dallat *Grand Ballroom*

PRESENTATION TRACKS



Emergency Planning & Crisis Response



Field Practices



Legal & Insurance



Program Administration



Staff Training & Decision Making

CORE WORKSHOP

Look for this symbol to identify workshops that provide a fundamental introduction to risk management and mitigation strategies. If you are new to the WRMC, we encourage you to attend the core workshops.

CONFERENCE SCHEDULE

Thursday, October 4	6:45 a.m.–7:30 a.m.	Yoga for Outdoor People Helen Wilson <i>York</i>		
	7:30 a.m.–8:30 a.m.	Meal Plan Breakfast <i>Grand Ballroom</i>		
	8:30 a.m.–10:00 a.m.	EMERGENCY PLANNING & CRISIS RESPONSE		FIELD PRACTICES
		CORE WORKSHOP	Crisis Management: A Preplan in Action Drew Leemon, Katie Baum Mettenbrink <i>Washington</i>	Cultivating Outdoor Leadership through Storytelling: An Introduction to Relational Public Narrative Practice Darren Gruetze <i>Weyerhaeuser</i>
	10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>		
	10:30 a.m.–12:00 p.m.	Expecting the Unexpected Todd Duncan, Catherine Hansen-Stamp, Tony Rango <i>Washington</i>	Managing a Behavioral Crisis in the Remote Setting Laura McGladrey, Will Marling <i>Weyerhaeuser</i>	
		12:00 p.m.–1:30 p.m.	Meal Plan Lunch <i>Grand Ballroom</i>	
	1:30 p.m.–2:30 p.m.	CORE WORKSHOP	Media Training: Preparing for the Hot Seat Heidi White <i>Washington</i>	Coming to the Rescue: What Happens During an Emergency Response to a Serious Incident in a National Park Jay Shields <i>Weyerhaeuser</i>
	2:30 p.m.–3:00 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>		
	3:00 p.m.–4:30 p.m.	Small Organization Emergency Response Plans: Where Do I Start? John Kelley <i>Washington</i>	CORE WORKSHOP	Case Studies in Wilderness Medicine Shana Tarter <i>Weyerhaeuser</i>
	4:45 p.m.–6:15 p.m.	Structured Networking <i>Grand Ballroom</i>		
6:30 p.m.	Portland Night Out <i>Lobby</i>			

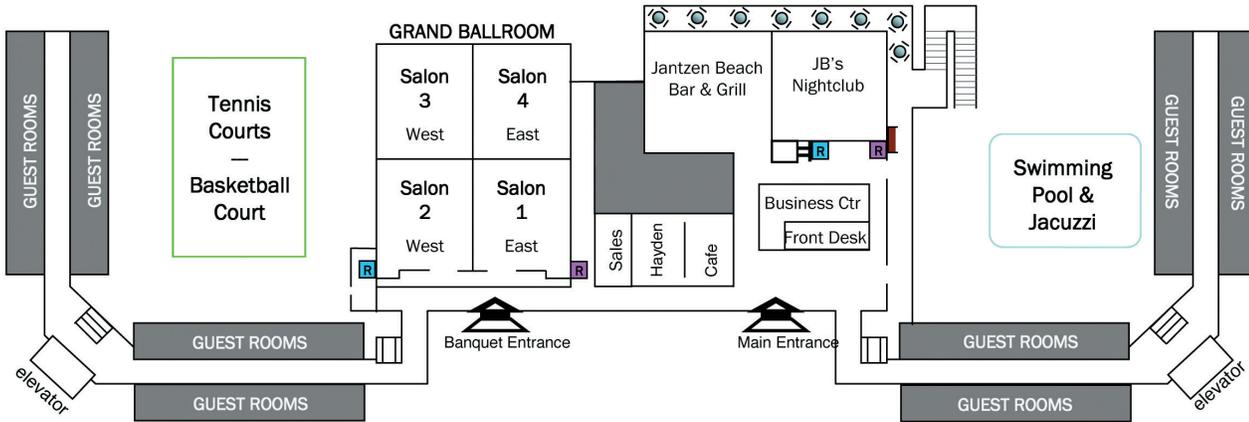
Friday, October 5	6:45 a.m.–7:30 a.m.	Yoga for Outdoor People Helen Wilson <i>York</i>		
	7:30 a.m.–8:30 a.m.	Meal Plan Breakfast <i>Grand Ballroom</i>		
	8:30 a.m.–10:00 a.m.	EMERGENCY PLANNING & CRISIS RESPONSE		FIELD PRACTICES
		CORE WORKSHOP	Near Miss and Expedition Trauma Response: The How of It Laura McGladrey, Brendan Madden <i>Washington</i>	Supporting Struggling Participants: Managing Behavior and Mental Health Issues Katie Baum Mettenbrink, Emily Ledingham <i>Weyerhaeuser</i>
	10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>		
	10:30 a.m.–12:00 p.m.	Walking Towards the Storm: Lessons from a Crisis Jonathan Igoe <i>Washington</i>	Preventing Lyme Disease and Tick-Borne Infections: What You Need to Know Jo Ellis <i>Weyerhaeuser</i>	
		12:00 p.m.–1:30 p.m.	Meal Plan Lunch <i>Grand Ballroom</i>	
	1:30 p.m.–3:00 p.m.	CORE WORKSHOP	Risk Management: The Traumatic Aftermath Will Marling <i>Washington</i>	Is Automation and Technology Derailing Our Ability to Think Critically? David Yacubian <i>Weyerhaeuser</i>
	3:00 p.m.–3:30 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>		
	3:30 p.m.–5:00 p.m.	The Foreign and the Familiar: International Emergency Response Tim Hare <i>Washington</i>	Building Homemade Shotguns with Pulleys Nate Ostis <i>Weyerhaeuser</i>	
	5:30 p.m.–6:30 p.m.	Social Hour <i>Grand Ballroom</i>		
6:30 p.m.–7:30 p.m.	Dinner <i>Grand Ballroom</i>			
7:30 p.m.	Keynote Address and Closing Remarks <i>On Top of the World</i> by Dr. Luanne Freer <i>Grand Ballroom</i>			

CONFERENCE SCHEDULE

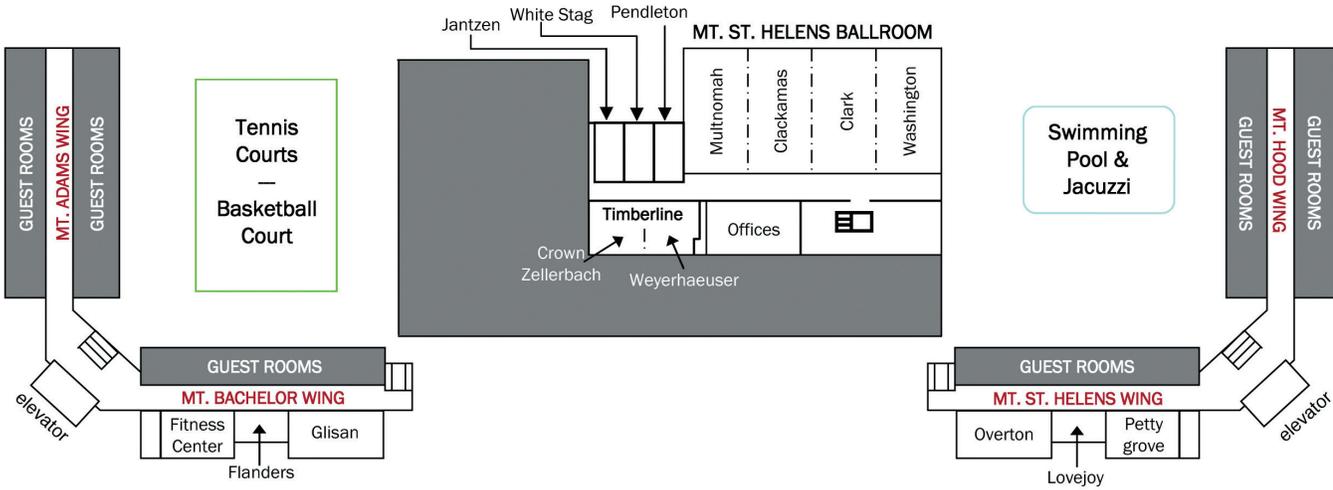
LEGAL & INSURANCE			PROGRAM ADMINISTRATION			STAFF TRAINING & DECISION MAKING			
Top 10 Current Risk Management Issues for Recreation Providers Tracey Knutson <i>Multnomah</i>			Tying the Strongest Knots: Building an Organizational Culture of Risk Management Steve Smith <i>Clackamas</i>			Developing Good Judgment and Decision Making Loel Collins <i>Clark</i>			
CORE WORKSHOP	Legal Issues 101: The Basics You Need to Know Frances Mock <i>Multnomah</i>			Beginning the Climb Toward Equity: Tools for Assessing and Managing Social and Emotional Risk Elyse Rylander, Aparna Rajagopal-Durbin <i>Clackamas</i>			An Effective Model for Training Program Staff Aaron Ball, Joel Reid <i>Clark</i>		
	Employer Liability, the New Frontier of Risk Management: The Accidental and Tragic Death of a Staff Member Lach Zemp <i>Multnomah</i>			#TimesUp: Go Beyond Policy in Managing Harassment Victoria Kerr, AJ Wojtalik <i>Clackamas</i>			Help Your Staff Address a Mental Health Concern Kathleen Floberg, Claire Dzierzak <i>Clark</i>		
Incident Management from a Litigator's Perspective: Facts, Honesty, and Compassion as Lawsuit Avoidance Techniques Leah Corrigan <i>Multnomah</i>			A Strategic Approach to Managing Risks at Your Organization Mark Vermeal, Steve Pace <i>Clackamas</i>			CORE WORKSHOP	Training to Failure and Other Unlikely and Highly Effective Training Strategies Jeff Jackson <i>Clark</i>		
LEGAL & INSURANCE			PROGRAM ADMINISTRATION				STAFF TRAINING & DECISION MAKING		
CORE WORKSHOP	Do You Understand Your Participant Agreement? Does Anyone? Reb Gregg, Catherine Hansen-Stamp <i>Multnomah</i>			Current Issues in Pre-Course Screening Panel Colby Smith, Joe Austin, Amberleigh Hammond, Greta Blessing, Bix Firer <i>Clackamas</i>			5 Strategies for Growing an Organization Culture of Equity and Inclusion Nettie Pardue, BJ Allen <i>Clark</i>		
	CORE WORKSHOP	Have You Got It Covered? Insurance 101 with Exposure Scenarios that Could Lead to Catastrophic Organizational and Financial Loss Steve Neal, Sam Daume <i>Multnomah</i>			Dech'ya Nezo Gots'udi (Living on the Land in a Good Way): Decolonization, Indigenous Knowledges, and Risk Management Planning Jess Dunkin, Walter Bezha <i>Clackamas</i>			Training Simulations: Principles for Effective Learning Katie Nelson, Kim Glodek <i>Clark</i>	
Big Decisions in the Field (and Their Legal Implications): Part III Leslie Arutunian, Reb Gregg <i>Multnomah</i>			What Did I Learn and Create After Catching a Child Molester? Rick Braschler <i>Clackamas</i>			The Most Dangerous Thing We Do Paul Dreyer <i>Clark</i>			
SHORT TALK SERIES									
4 Short Presentations on Cultural Competence, Staff Training, Risk Management Lessons, and Decision-Making <i>Multnomah</i>			CORE WORKSHOP	Now What? Bringing the WRMC Back to Your Organization Alex Kosseff, Andy Leider <i>Clackamas</i>			Volunteer Training Strategies for Effective Risk Management Claire Nelson, Holly Barrass <i>Clark</i>		

HOTEL FLOOR PLANS

LOBBY LEVEL - 2ND FLOOR



LOBBY LEVEL - 1ST FLOOR



MT. BACHELOR AND MT. ST. HELENS WINGS CAN ONLY BE ACCESSED THROUGH THE 2ND FLOOR WING ELEVATORS AND STAIRS.

PRE-CONFERENCE WORKSHOPS

TUESDAY, OCTOBER 2, FULL DAY

8:00 a.m.–5:00 p.m.

Kanakuk Child Protection Plan Seminar

Rick Braschler

Clackamas

Child sexual abuse is one of the most litigated events in youth-serving organizations across America. This seminar will identify current tactical pitfalls, introduce you to a new, innovative strategy, and equip you with easy-to-implement resources to immediately elevate your child protection efforts.

TUESDAY, OCTOBER 2, HALF DAY

1:00 p.m.–5:00 p.m.

Simplifying the Roll

Helen Wilson

Offsite

This multi-level kayak rolling class will be formatted around the wants and needs of its participants. The class can cover first rolls, other-side rolls, layback or forward finish paddle rolls, hand rolls and/or any of the 35 rolls on the Greenland rolling list. The techniques examined can be used with any type of paddle and any type of kayak. Kayaks and other necessary gear will be provided by Alder Creek Kayak & Canoe. Classes will start and finish at Alder Creek Kayak & Canoe, 200 NE Tomahawk Island Dr., Portland, OR 97217. Please note that this location is about a mile from the WRMC venue.

TUESDAY-WEDNESDAY, OCTOBER 2-3, TWO DAYS

8:00 a.m.–5:00 p.m.

Building a Foundation for Understanding Inclusion

Greta Mills

Multnomah

This workshop will provide participants with the foundation upon which we can build socially responsible and conscientious inclusion policies and initiatives. By critically examining history, psychology, and sociology, we will shift our focus away from what we need to do, and toward what we need to understand. In this non-threatening, interactive workshop, we will unflinchingly examine our identities and hidden biases, and how they inform our responsibilities as agents of change in our respective institutions.

Effective Outdoor Program Design and Management

Joel Reid, Aaron Ball

Crown Zellerbach

This workshop will examine the complex relationships surrounding outdoor program design and management from the field instructor, staff trainer, and program administration perspectives. Our goal is to introduce a comprehensive outdoor program design and management system using clear operational language and concepts. You will leave with a personal development plan for your organization. The workshop is particularly useful to new programs, new program administrators and program directors, and to those reevaluating an existing outdoor program. Tuition includes a conceptual text and small group exercise manual.

NOLS Risk Management Training for Administrators

Nate Ostis, Emily Ledingham, David Yacubian

Clark

Using lecture, discussion, exercises, and hands-on scenarios, this two-day training will provide a structured approach and the necessary tools to build a risk management plan appropriate for your organization. You will walk away with a detailed action plan designed to improve your curriculum, administrative process, staff hiring, field support services, and crisis planning.

Wilderness First Responder Recertification

Gates Richards, David Janney

Washington

Hands-on, meet online. Enjoy our newly formatted WFR Recertification, which includes an online component in addition to the traditional scenarios and skills. Pre-work allows you to review the curriculum at your own pace, and focus on the hands-on element during your two days on course. You'll just need to complete all online components, including a written exam, prior to the course. Once on course, the scenario-based approach to recertification provides you the opportunity to test your skills against realistic situations. You'll practice and relearn wilderness medicine protocols, review evacuation and decision making guidelines, and receive the latest updates in wilderness medicine over the course of two days. Upon successful course completion you will earn the following NOLS Wilderness Medicine certifications: Wilderness Advanced First Aid/Wilderness First Responder/Wilderness EMT (dependent on your current certification), Adult and Child CPR & Airway Management, and Epinephrine Auto-injector. The WFR Recertification course is pre-approved for 18 hours of EMT Continuing Education Units by CAPCE.

WEDNESDAY, OCTOBER 3, FULL DAY

8:00 a.m.–5:00 p.m.

Psychological First Aid: Train the Trainers Seminar

Laura McGladrey

Clackamas

Psychological First Aid (PFA) is a crucial first and ongoing intervention to mitigate stress injury (PTSD) formation following near miss and critical incidents in remote settings. This workshop is designed to equip program educators with responsibility in staff training to incorporate psychological first aid into staff education. Participants will leave equipped to integrate PFA modules into staff training, and to act as a local resource for support of near miss and traumatic stress in outdoor and international settings.

Steering the Ship: Risk Management Training for Senior Leadership

Steve Smith, Joshua Cole

Overton

This one-day, interactive workshop will start with an overview of risk management theory, principles, and models; review case studies; and engage participants to apply these concepts to their own programs. Topics will include organizational structure, roles of senior leadership, organizational culture, collecting and responding to safety data, pitfalls to avoid, and being prepared for responding to critical incidents. The benefit of the workshop format is that participants will have an opportunity to apply risk management principles to their own programs while collaborating with peers from other organizations, in order to formulate an action plan to take home.

WEDNESDAY, OCTOBER 3, HALF DAY

8:00 a.m.–12:00 p.m.

The Art (and Science) of Giving Bad News: Critical Incident and Death Notifications

Will Marling, Jay Satz

Weyerhaeuser

When a person in responsibility is tasked with conveying bad news in some official capacity, that event changes the life of the hearer. How that task is handled, most likely in the briefest of moments, cannot only become a lifelong memory, it can frame how family members, participants and staff forever view the organization. Learn the key values and cross-cut skills to be an effective communicator of information that will change a person's life.

Root Cause and Systems Analysis: A Technique for Incident Investigation

Mark Vermeal, Mike Pigg

Pettygrove

"Incidents are caused by multiple, interacting, contributing factors, not just a single bad decision or action" (Ras-

mussen, 1997). In this workshop you will learn a variation of root cause analysis to help prioritize factors contributing to an incident after a system-wide analysis of your organizations safety management program. This process enables investigations to identify and address the origins of a problem, as opposed to just symptoms. Only when investigators are able to accurately determine why an incident occurred will they be able to specify corrective measures that prevent similar future incidents.

WEDNESDAY, OCTOBER 3, HALF DAY

1:00 p.m.–5:00 p.m.

And the Winner is... (?) Hot Issues, Hot Cases

Catherine Hansen-Stamp, Reb Gregg

Weyerhaeuser

In this interactive session, Cathy and Reb will ask attendees to consider several 2017-18 court opinions addressing significant industry legal issues. Participants will consider—and attack or defend—conflicting arguments pertaining to, for example: negligence and the duty of care owed to participants, including minors; inherent risks and assumption of risks; contracts, including releases; the impact of words and conduct; the relevance of standards, practices or laws, and other issues.

Parent Phone Call Practice Lab

Paul Dreyer

Pettygrove

Test your conflict communication skills in this interactive parent phone call lab. Spend three hours preparing for and practicing challenging phone call scenarios and hone your skills by serving as both caller and coach. After each call, the "parent," an experienced program administrator, will offer feedback to help you develop your skills. We will review successes and persistent challenges, and you will leave with strategies for applying lessons learned in your own program.

WEDNESDAY, OCTOBER 3

3:30 p.m.–5:00 p.m.

First Time Attendee Orientation

WRMC Steering Committee

Grand Ballroom

New to the WRMC? Feeling overwhelmed, or unsure how to interpret workshop descriptions? Or maybe just curious about how to make the most of your time at the conference? You're not alone! Join members of the WRMC Steering Committee for an orientation. We'll break into small groups and go over the schedule and event options, offer tips, help you identify workshops that will help you meet your goals, and answer whatever other questions you have. You'll also have the chance to meet other attendees and make connections before the opening reception. We hope to see you there!

EDUCATIONAL ENRICHMENT

POSTER SESSION

WEDNESDAY, OCTOBER 3

5:00 p.m.–6:30 p.m.

Grand Ballroom

Poster presenters will be available alongside their posters during this time to interact with conference goers and answer questions. These posters will continue to be accessible for the duration of the conference as stand-alone presentations.

NEW EEG Analysis of Competition Rock Climbers

Andrew Bailey

Rock climbing is a “mental” sport, where the ability to function through stress is imperative. This study explored the mental processes of climbing competitors in action, determining predictors of success. Electroencephalography, or EEG, is a method of recording electrical activity in the brain using electrodes attached to the scalp. Thirty five climbers at a bouldering competition wore EEG headsets during a route attempt. Findings indicate that a “relaxed excitement” during the crux of a climb predicts one-third of the variance in successful completion of the climb. Practical implications are given for personal and professional contexts.

NEW Emotional Safety Leads to Better Conservation Work: What an Exemplar Study of SCA Field Leaders Tells Our Industry About the Role of Emotional Safety in Programs

Josiah Downey

Since 2012, Student Conservation Association (SCA) has partnered with the Search Institute, a recognized leader in youth development research and practice, to evaluate and improve SCA programs. This poster will share the results of an exemplar study of outstanding SCA field leaders, which found that leaders who focus on the emotional safety of their participants see better quality conservation work as a result. Learn more about the findings and their implications for the wilderness industry.

NEW Federal Mandate Compliance and How it Applies to Outdoor Recreation and Education

Daniela Cross, Christine Upton

As outdoor recreation and education professionals, risk management is paramount. We want our programs to be able to mitigate as many risks as possible so that our employees and participants can enjoy the natural world in a positive and supportive manner. This poster will address several federal mandates as they apply directly to outdoor recreation and education programs, including the Clear Act, Title IX, the Family Educational Rights and

Privacy Act (FERPA), the Health Insurance Portability and Accountability Act (HIPAA), the Child Abuse and Neglect Reporting Act (CANRA), Occupational Safety and Health Administration (OSHA) regulations. We will also be available to discuss the risks or implications of being non-compliant, as well as what steps you can take as a professional to better protect your participants, your employees, your organization, and yourself as an individual.

NEW Managing Risk by Understanding Trauma Jenna Westendorf

The prevalence of childhood trauma has been receiving increasing national attention. Without an understanding of trauma, instructors not only risk re-traumatizing students, they also place other students and instructors at risk. This poster will describe evidence-based methods to both reduce the risk of re-traumatizing students as well as to manage trauma responses that occur in the field.

NEW Recognition and Care of Drowning Incidents Anna Johnson

Drowning victims can present unique challenges for emergency response in remote environments. This poster includes terminology use and case studies from different types of drowning incidents, as well as tips for prevention, recognition, and providing care in the field.

NEW Resilience Engineering Meets Outdoor Risk Management Morgan Reynolds

Outdoor recreationalists have survived many unforeseen challenges and some, like Yvon Chouinard, claim “...when everything goes wrong, that’s when the adventure starts.” However, in high-risk environments, everything going wrong can have serious consequences. This poster examines recreationalists extending beyond their capabilities by identifying some general resilience engineering concepts as they relate to outdoor risk management practices.

NEW The Human Behind the Factor: A Brief Look at How Context Informs Practice in Backcountry Users Laura Maguire

This poster describes a pilot study using ethnographic research methods in the context of how successful recreational backcountry users approach a day in the backcountry. The method was beneficial in eliciting novel insights from study participants that allow for rich, qualitative descriptions to accompany quantitative and survey research in developing injury prevention programs for avalanche terrain.

STRUCTURED NETWORKING

THURSDAY, OCTOBER 4

4:45 p.m. – 6:15 p.m.

Grand Ballroom

Join your peers for some engaging and informal conversations and hear how like organizations manage similar challenges. We will provide topics and facilitate the formation of small discussion groups. The goal is to provide a venue for participants to connect with others who experience similar challenges and to share ideas that will help attendees improve their programs. Find a list of this year's topics at the registration table marked "WRMC Resources."

ACTION STEPS

The true value of attending the WRMC is in the resulting action you take upon returning to your organization. Each presenter has contributed three action steps from their workshop. Action steps are measurable tasks or ideas you should be able to do or implement in your program within a reasonably short timeframe. They are not meant as large, sweeping changes, rather as small steps to move you forward in your risk management strategy. In some cases the action steps parallel the main take-home points of the workshop; in other cases the action steps are examples of possible follow-up. This year's action steps can be found on the WRMC online Resource Center.

KEYNOTE ADDRESS

FRIDAY, OCTOBER 5

Following Keynote Dinner

On Top of the World

Dr. Luanne Freer

Grand Ballroom

High-altitude medical emergencies, logistically difficult helicopter evacuations, sudden violent storms, language disparities, and personal discomfort are but a few of the challenges encountered in running an emergency room on the world's highest mountain. Dr. Luanne Freer started out an ordinary ER doctor, but her passion for the mountains pulled her to Yellowstone and then Nepal. Everest ER is now in its 16th year. Dr. Freer tells the story of combining profession, passion, and philanthropy on her unlikely journey of exploration and improvisation in wild places.



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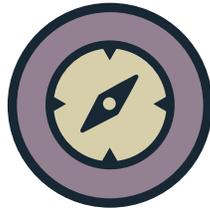
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PRESENTATION DESCRIPTIONS

Workshop descriptions are organized under their appropriate tracks. Track headings are ordered alphabetically and by color and workshops are in chronological order.



**Emergency
Planning &
Crisis Response**



**Field
Practices**



**Legal &
Insurance**



**Program
Administration**



**Staff Training &
Decision Making**



EMERGENCY PLANNING & CRISIS RESPONSE

THURSDAY, OCTOBER 4

CORE WORKSHOP Crisis Management: A Preplan in Action

8:30 a.m.–10:00 a.m.

Drew Leemon, Katie Baum Mettenbrink
Washington

Responding to a crisis, such as a participant fatality, presents a complex situation that demands a thoughtful and reasoned response. This workshop will provide attendees with an overview of the five elements of successful crisis management, begin to delve into the complexities of responding to crisis situations through the presenters' personal and professional experience while providing a forum for exchanging ideas and sharing experiences of the audience. Additionally, this workshop will provide a starting point for creating a crisis management plan.

Expecting the Unexpected

10:30 a.m.–12:00 p.m.

Todd Duncan, Catherine Hansen-Stamp, Tony Rango
Washington

Is your organization ready to manage a serious incident? Do you have a plan in place and are you prepared to respond? When you get that call in the middle of the night informing you a participant needs a medical evacuation, who do you call first? Through an interactive format, attendee groups will review case studies of actual incidents and identify and discuss operational, administrative, and legal considerations for managing incidents. We will review how cases were handled, who did what, and why. This session will help you develop your risk management system, identify elements you need to address, and consider potential issues that arise when dealing with emergencies. The exercise will assist you in gaining a better understanding of how to build a plan to respond to incidents with purpose and intention.

CORE WORKSHOP Media Training: Preparing for the Hot Seat

1:30 p.m.–2:30 p.m.

Heidi White
Washington

Wilderness crises, such as a fatality or serious injury, can quickly spiral out of control and badly damage your organization's good name. Unfortunately, responders are often left unprepared for the intense glare of the media spotlight. This workshop will provide you with expert insight and proven techniques to respond to media demands and rush to assess accountability. You will learn how and why your outdoors expertise and experience must be reinforced by a heads-up approach.

Small Organization Emergency Response Plans: Where Do I Start?

3:00 p.m.–4:30 p.m.

John Kelley
Washington

Through the lens of a small independent school, this presentation will reflect upon the creation of an in-house risk management plan. This presentation will provide others with the tools and resources needed to begin the process of creating a current and user-friendly emergency response plan for their institution.

FRIDAY, OCTOBER 5

Near Miss and Expedition Trauma Response: The How of It

8:30 a.m.–10:00 a.m.

Laura McGladrey, Brendan Madden
Washington

There is a growing recognition and support for traumatic exposure that does not result in physical injuries but may result in ongoing or career-altering stress responses. This workshop will present a tool-based approach to raise program awareness of near miss trauma, and identify and support stress injuries that may occur in the course of program events.

NEW **Walking Towards the Storm: Lessons from a Crisis**

10:30 a.m.–12:00 p.m.

Jonathan Igoe

Washington

In 2013, six students and one leader were struck by a car while biking across country on an Overland trip. One of the injured students died the next day as a result of her injuries. This seminar will focus on Overland's response to the crisis, drawing lessons from our experience responding to the media, engaging with the victims' families, and continuing operations for over a thousand other students and leaders in the field.

CORE WORKSHOP **Risk Management: The Traumatic**

Aftermath

1:30 p.m.–3:00 p.m.

Will Marling

Washington

This workshop is an introduction to processes and protocols for addressing the traumatic impact on clients, staff, and responders in the aftermath of a traumatic critical incident. It is based upon forty years of field-tested, evidence-informed preferred practices in the area of trauma mitigation and education.

The Foreign and the Familiar: International Emergency Response

3:30 p.m.–5:00 p.m.

Tim Hare

Washington

As many programs move into international settings, both in wilderness education and otherwise, increased attention should be given to the complex variables present when operating abroad. While many lessons from wilderness risk management transfer, many others must be learned. This session will use case studies from an international program to highlight lessons related to unreliable communication, variable medical infrastructure, local hazards, diseases, mental health concerns, and competing stakeholder demands.



FIELD PRACTICES

THURSDAY, OCTOBER 4

NEW **Cultivating Outdoor Leadership through Storytelling: An Introduction to Relational Public Narrative Practice**

8:30 a.m.–10:00 a.m.

Darren Gruetze

Weyerhaeuser

Cultural, organizational, and personal narratives that invisibly erode our capacities for connection with nature, interdependence, and inclusion of diverse voices pose a complex threat to successful wilderness risk management. This workshop teaches participants to identify and

interrupt harmful narratives and replace them with values-driven, strength-based personal leadership stories that link to broader organizational values. The material targets professionals seeking to develop healthy group cultures and/or working across boundaries of racial, economic, gender/sexuality, and power disparities.

Managing a Behavioral Crisis in the Remote Setting

10:30 a.m.–12:00 p.m.

Laura McGladrey, Will Marling

Weyerhaeuser

Outdoor programs nationwide are faced with extreme behaviors that, at best, are disruptive and, at worst, present significant risk for program, participants, and staff. This workshop is designed to help programs identify and prepare for common yet troublesome behaviors that can be managed in the field, and distinguish them from those that represent increased risk and must be managed acutely and evacuated. This workshop will explore and demonstrate meaningful and evidence-based interventions as well as learning techniques for participants and staff in the increasingly likely case of encountering behaviors such as acting out, anxiety states, depression, aggression, and self-harm during programs. This workshop also targets the “how” of evacuation with out-of-control participants.

NEW **Coming to the Rescue: What Happens During an Emergency Response to a Serious Incident in a National Park**

1:30 p.m.–2:30 p.m.

Jay Shields

Weyerhaeuser

A serious incident occurs while your group is adventuring in a national park. You use your Personal Locator Beacon or find cell service to call 911 to call for help. What happens next? Who is going to respond? How long will take? What role does your organization play in the response? This session will provide an overview of NPS Search and Rescue program, the response process for a lost/injured person versus a fatality, and where your organization fits into the incident command structure during the response.

CORE WORKSHOP **Case Studies in Wilderness Medicine**

3:00 p.m.–4:30 p.m.

Shana Tarter

Weyerhaeuser

This workshop will explore the real life application of wilderness medicine skills by WFR-trained faculty on remote wilderness expeditions. In addition to assessing the usability of the practice and decision-making curriculum taught in wilderness medicine courses, we will discuss the unexpected challenges and realities of long term care. These cases are drawn from actual incidents and include perspectives from the involved faculty.

FRIDAY, OCTOBER 5

CORE WORKSHOP Supporting Struggling Participants: Managing Behavior and Mental Health Issues

8:30 a.m.–10:00 a.m.

Katie Baum Mettenbrink, Emily Ledingham

Weyerhaeuser

Managing behavior and mental health issues, and deciding who should stay or leave the field, can be intimidating and draining for field staff and administrators alike. This workshop aims to help you more effectively support struggling participants who can stay on your program, and identify those who should leave. We will explore continuums of behavior through scenarios, and provide a framework to define thresholds of acceptable behavior and corresponding management tools that fit your program. This workshop is targeted towards administrators and field staff in non-therapeutic programs.

NEW Preventing Lyme Disease and Tick-Borne Infections: What You Need to Know

10:30 a.m.–12:00 p.m.

Jo Ellis

Weyerhaeuser

Lyme and tick-borne infections are on the rise throughout the U.S. The CDC estimates that there are over 300,000 NEW cases of Lyme annually in the U.S., and Lyme is the fastest-growing vector-borne disease in the nation. Getting bitten by a tiny tick can have serious negative long-term health implications, so it's vital to understand how to prevent tick bites, what to do if you or a colleague/client gets bitten, and what key steps to take to ensure appropriate treatment from health professionals who may not understand the extremely deleterious nature of tick-borne pathogens. Lack of early action following a tick bite can lead to systemic cardiac, neurological, nervous system, and mobility issues—even causing paralysis and death. This session will offer tips, tools, and materials to help keep you and your clients/colleagues safe in the face of this growing epidemic. It's relevant to anyone who wants to protect themselves from potentially debilitating illness.

NEW Is Automation and Technology Derailing Our Ability to Think Critically?

1:30 p.m.–3:00 p.m.

David Yacubian

Weyerhaeuser

Digital devices have provided many benefits and advancements over the past 10 to 15 years that have assisted outdoor programs in myriad ways. Newly hired staff have grown up in the digital age and technology is their default tool. This workshop will examine a number of incidents where automation and technology contributed to the eventual human error. We will examine where technology usage has impacted decision making in our organizations and discuss alternatives.

NEW Building Homemade Shotguns with Pulleys

3:30 p.m.–5:00 p.m.

Nate Ostis

Weyerhaeuser

Building mechanical advantage with pulleys to extricate a fully loaded raft out of a pinned situation on the river can generate incredible amounts force. If these systems fail equipment can propel through the air and cause considerable harm to everyone on scene. When building these systems we must appreciate that what we're really doing is building a homemade shotgun and, if we're not doing it right, we could be pointing it at our whole team. This session will focus on the key principles for building mechanical advantage with sound risk management strategies while looking at a case study where things went wrong. We will walk through creating 3-5-9 (Simple 3:1, Simple 5:1, and Compound 9:1) while practicing the haul sequence itself. Be prepared for a hands-on session and a new lens through which to view the river.



LEGAL & INSURANCE

THURSDAY, OCTOBER 4

Top 10 Current Risk Management Issues for Recreation Providers

8:30 a.m.–10:00 a.m.

Tracey Knutson

Multnomah

There are very specific areas of law, specific types of claims, and specific instructor/operator practices that are “hot” right now in terms of generating claims or making claims harder to defend. In this session we want to look at a literal “top 10” and examine what these areas of law, practices, and claims are to develop our growing awareness of how we avoid creating liabilities and therefore lawsuits. We'll be looking at: 1) social media issues 2) marketing claims 3) release and waiver conflicts with promotional materials, with respect to minors, inherent risks, etc. 4) incident/emergency response allegations not only as they relate to clients but also staff and the increased presence of OSHA into recreational arenas 5) participant duties of care, how clients bear responsibilities and duties, and how duties can be defined between parties 6) third party vendors involved in recreational courses or products and how liabilities are split between multiple vendors producing a recreational course/experience/product 7) use of emerging equipment and how gear/equipment changes can alter standards of care 8) operator duty to communicate (experience and risk) 9) regional and local standards and the operators awareness of same 10) poor paperwork/poor business practices.

CORE WORKSHOP Legal Issues 101: The Basics You Need

to Know

10:30 a.m.–12:00 p.m.

Frances Mock

Multnomah

You know a lot about operating your program. How much do you know about the legal issues? This presentation provides an overview of the basics: what you shouldn't say in your marketing materials, what you need to tell participants when collecting medical information, what to do with releases after you collect them, the primary legal issues to address immediately after a serious incident, what indemnity is and why you should care, what discoverability is, and other topics.

NEW Employer Liability, the New Frontier of Risk Management: The Accidental and Tragic Death of a Staff Member

1:30 p.m.–2:30 p.m.

Lach Zemp

Multnomah

Based on a real case, what begins as a purely accidental and tragic death of a staff member balloons into 3 years of litigation involving OSHA, workers compensation, and a multi-million dollar wrongful death lawsuit. What to know and what we learned.

Incident Management from a Litigator's Perspective: Facts, Honesty, and Compassion as Lawsuit Avoidance Techniques

3:00 p.m.–4:30 p.m.

Leah Corrigan

Multnomah

What drives a person's decision to file a lawsuit? Often, the decision is driven largely by emotional factors. Using case studies, this presentation will focus on how to use facts, honesty, and compassion as bedrock techniques both on the "front end" of educating clients and students, and the "back end" of an incident related to how you interact with the injured person and their family. Organizations can decrease the likelihood of a lawsuit in the event of an incident by utilizing these techniques.

FRIDAY, OCTOBER 5

CORE WORKSHOP Do You Understand Your Participant Agreement? Does Anyone?

8:30 a.m.–10:00 a.m.

Reb Gregg, Catherine Hansen-Stamp

Multnomah

In this interactive session, we will discuss the role of the participant agreement in your liability and risk management strategies, and controlling its tone and substance by a proper choice of words ("You didn't say that, did you?"). We will identify key agreement components and highlight recent developments in case law, including: who can sign for whom, what level of conduct can be released, e-signa-

tures, translations, choice of law and venue, and the binding nature of these agreements on non-signing parents and other family members.

CORE WORKSHOP Have You Got it Covered? Insurance 101 with Exposure Scenarios that Could Lead to Catastrophic Organizational and Financial Loss

10:30 a.m.–12:00 p.m.

Steve Neal, Sam Daume

Multnomah

Sexual misconduct, vehicle accidents, medical malpractice, crisis response: What do these exposures have in common? If not managed properly, an occurrence involving any of these can quickly lead an organization into a deep financial and legal quagmire. Are you covered? Is having an insurance policy enough? Having an understanding of when an incident (occurrence) may necessitate pulling the policy off the shelf to put it to work is critical. Also critical is understanding what is required of you, the insured. Participants in this session will learn the basic structure of a good insurance program, and through a series of scenarios and guided discussions will explore the complexities of managing exposures and incident response through the lens of an insurance policy.

Big Decisions in the Field (and Their Legal Implications): Part III

1:30 p.m.–3:00 p.m.

Leslie Arutunian, Reb Gregg

Multnomah

An inebriated student walks across hot coals; an instructor checks himself into a Zambian psychiatric hospital as participants are flying to his course; young adult students have sex on a program and are warned (improperly, the male complained) to have "safe" sex; and a team headed into the Amazon lose their satellite phone. Not a typical day at the office, granted, but important learning opportunities nevertheless. Join our discussion of industry challenges faced in recent years by Wildlands Studies, a program instructing undergraduate field study courses worldwide. Leslie Arutunian, director, and Reb Gregg, legal counsel, will discuss operations and legal issues around these incidents—including preparation, management and their outcomes. Wildlands Studies' learning can become yours.



THURSDAY, OCTOBER 4

NEW **Tying the Strongest Knots: Building an Organizational Culture of Risk Management**

8:30 a.m.–10:00 a.m.

Steve Smith

Clackamas

The goals of this workshop are to (1) Explore how the concept of “Safety Culture” has evolved throughout the ages; (2) Identify organizational steps that can help foster a culture of risk management; (3) Apply these steps and theories to participants’ own programs in small-group exercises and scenarios. This presentation outlines a brief history of safety theory through the ages, identifies major events that signaled changes in how we think about safety management in various industries, shows how theories have evolved over time, and looks at current thinking regarding ways to build a culture of risk management. We will use videos, scenarios, stories, and small group discussions to explore the concepts, and end with a “cheat sheet” of steps to foster a culture of risk management in your program.

NEW **Beginning the Climb Toward Equity: Tools for Assessing and Managing Social and Emotional Risk**

10:30 a.m.–12:00 p.m.

Elyse Rylander, Aparna Rajagopal-Durbin

Clackamas

The development of any competency requires practice, self-awareness, critical analysis, more practice, and resources for further education. Through relevant context, engaging activities and resources for continuing the process, “Beginning The Climb” will engage participants in all of these steps as we guide participants, and the industry, even further towards more equitable and culturally competent learning environments and outdoor experiences.

NEW **#TimesUp: Go Beyond Policy in Managing Harassment**

1:30 p.m.–2:30 p.m.

Victoria Kerr, AJ Wojtalik

Clackamas

Nearly every day, news unfolds of workplace sexual harassment and it’s sparking important nationwide discussion. While the majority of U.S. organizations have a sexual harassment policy, it’s clear that the presence of policy is only the first step. As leaders, we have to do more. This presentation will prepare you to answer key questions within your organization to develop policies, train and build a supportive culture, and respond in the case of an incident.

NEW **A Strategic Approach to Managing Risks at Your Organization**

3:00 p.m.–4:30 p.m.

Mark Vermeal, Steve Pace

Clackamas

During this interactive workshop participants will be introduced to Enterprise Risk Management (ERM). Participants will learn how ERM can be used in concert with accreditation, and external risk management reviews, to build comprehensive organizational risk identification, assessment, and mitigation plans. Participants will practice the same ERM process that is used with an organization’s staff and board, and work through an abbreviated ERM and Heat Mapping exercise to gain familiarity with these tools.

FRIDAY, OCTOBER 5

Current Issues in Pre-Course Screening Panel

8:30 a.m.–10:00 a.m.

Colby Smith, Joe Austin, Amberleigh Hammond, Greta Blessing, Bix Firer

Clackamas

A panel discussion of current issues in pre-course screening with head medical screeners and medical consultants. Focused on current topics such as gender, food allergies, psychological medications, and student experience. We anticipate a lively discussion of how different organizations approach pre-course screening and how that impacts the student experience.

NEW **Dech̓ta Nez̓o Gots’udí (Living on the Land in a Good Way): Decolonization, Indigenous Knowledges, and Risk Management Planning**

10:30 a.m.–12:00 p.m.

Jess Dunkin, Walter Bezha

Clackamas

This presentation explores the creation and ongoing evolution of a community-based risk management plan for the land-based activities of the ʔehdzo Got’ı̨n̓ Gots’é Nákedı (Sahtú Renewable Resources Board) in the Sahtú region of the Northwest Territories in Canada. Reflecting on the lessons learned through the entwined processes of developing, implementing, and revising the plan, titled Dech̓ta Nez̓o Gots’udí (which roughly translates as Living on the Land in a Good Way), we consider the possibilities of decolonizing methodologies and cross-cultural approaches for risk management planning.

NEW **What Did I Learn and Create After Catching a Child Molester?**

1:30 p.m.–3:00 p.m.

Rick Braschler

Clackamas

Fifteen years of teaching and equipping youth-serving organizations with nationally recommended tactics for

child abuse prevention was found lacking in 2009. What I discovered in the aftermath was staggering, and has changed what I've taught and implemented ever since. Surprisingly, most of what I discovered never came from a conference. This session will clearly identify the child abuse threat and historical problems, and introduce you to a new, innovative approach to preventing child sexual abuse in your youth-serving organization.

CORE WORKSHOP **Now What? Bringing the WRMC Back to Your Organization**

3:30 p.m.–5:00 p.m.

Alex Kosseff, Andy Leider

Clackamas

Don't leave the WRMC with a long list of ideas that sit on your desk! This workshop will help you build a framework for transferring your ideas, learning, and connections back to your organization in a structured, meaningful way. Identify short and long term actions, internal and external resources, and share opportunities with others focusing on similar topics.



STAFF TRAINING & DECISION MAKING

THURSDAY, OCTOBER 4

NEW **Developing Good Judgment and Decision Making**

8:30 a.m.–10:00 a.m.

Loel Collins

Clark

This presentation will draw on research over the last eight years that has examined the judgement and decision making processes of high level outdoor leaders and instructors in the UK. The work highlights the synergistic relationship between classic and naturalistic decision-making processes and considers ways in which these essential judgement and decision-making skills could be developed and assessed in neophyte instructors.

NEW **An Effective Model for Training Program Staff**

10:30 a.m.–12:00 p.m.

Aaron Ball, Joel Reid

Clark

The potential harm created or averted by the actions of our field staff makes their training one of the most important elements of an outdoor program. This workshop will introduce a training model for designing and managing staff trainings with the intent of increasing their effectiveness. Additionally, training concepts such as testing to skill failure, scenario-based training, trainer and instructor positioning, structured feedback, and appropriate progression building will also be covered.

NEW **Help Your Staff Address a Mental Health Concern**

1:30 p.m.–2:30 p.m.

Kathleen Floberg, Claire Dzierzak

Clark

Staff who work with adolescents in outdoor programs are frequently faced with the need to address a mental health concern. This presentation will walk through a staff training session you can take and implement into your program focused on: how to recognize concerning behaviors, how to support a young person who is struggling, and indicators of behaviors that warrant additional support. A great intro for programs looking for staff training tools related to mental health.

CORE WORKSHOP **Training to Failure and Other Unlikely and Highly Effective Training Strategies**

3:00 p.m.–4:30 p.m.

Jeff Jackson

Clark

The realities of accelerated timelines and compressed training require turning traditional staff training on its head. A focus on non-normal, training to failure, testing and sensemaking is uncommon, unlikely, and proven effective in building competency fast. This session provides an alternative training model that builds boundaries around desirable safety behaviors. This session is based on the presenter's Ph.D. research and application of industrial safety theory and findings. It has warranted top reviews at past conferences.

FRIDAY, OCTOBER 5

NEW **5 Strategies for Growing an Organizational Culture of Equity and Inclusion**

8:30 a.m.–10:00 a.m.

Nettie Pardue, BJ Allen

Clark

In this session we will focus on Outward Bound California's efforts to grow a culture of equity and inclusion with a special focus on staff training and development. We will discuss specific practices that we have integrated into our organization over the last 4 years and offer space for participants to explore how to engage in or expand this work at their own organizations.

Training Simulations: Principles for Effective Learning

10:30 a.m.–12:00 p.m.

Katie Nelson, Kim Glodek

Clark

Need to go beyond your traditional staff training methods and strategies? This workshop will focus on the critical knowledge, tools, and strategies for effectively delivering simulations to train and prepare field staff to manage risk in the field. Through the exploration and modeling of simulation best practices and principles, participants will

leave with clarity for running effective simulations, determining when simulations are the best option for training, and how simulations support real field situations.

NEW The Most Dangerous Thing We Do
1:30 p.m.–3:00 p.m.

Paul Dreyer
Clark

Do you use vehicles as part of your program? Then, you already know this and say this to your staff: “Driving is the most dangerous thing we do.” At Avid4 Adventure, every summer we train hundreds of instructors to be drivers, and we use over 100 vans and trailers to support our programming. This session will primarily focus on three aspects of vehicle use: (1) Some history about vehicle use within outdoor programs, (2) An overview of how we train our staff on driving at Avid4 Adventure, and (3) The facts (and myths) about driving. Although it is within a 90-minute block, this session will last 60 minutes, leaving 30 minutes of choice time for participants to network, visit the end of another session, or just rest.

NEW Volunteer Training Strategies for Effective Risk Management
3:30 p.m.–5:00 p.m.

Claire Nelson, Holly Barrass
Clark

Many outdoor programs and organizations that travel in the wilderness rely on volunteers for program administration and facilitation. In this workshop we’ll address how universal standards can inform your volunteer training, the fundamentals of training, considerations when working with youth, and how to proactively work with the assets of your volunteers for better risk management. We’ll share real organizational experience and volunteer risk management wisdom and strategies through facilitated discussion, speaker presentation, and interactive technology.

SHORT TALK SERIES

FRIDAY, OCTOBER 5
3:30 p.m.–5:00 p.m.
Multnomah

NEW Risk Management Lessons from Airplane Safety Cards

Eric Boggs

A near-death experience prompts critical reflection on a quintessentially mundane material—the airplane safety card. The search for meaning reveals risk management lessons that encourage us to stay vigilant and creative in the quest to run zero-incident courses by training risk managers.

NEW Embracing Cultural Competence

Valeria de Jesús Casas

Awareness of our own and others’ backgrounds, identities, and roots can help to shape not only the experience, but how your members view the outdoors and their place in it.

NEW Quick and Effective Risk Management Training for Your Staff

Reid Anderson

If you only had one hour to train your staff in wilderness risk management, how would you do it? Based on our experience following a risk management review and our first WRMC in 2015, this workshop will provide a few quick and practical methods of integrating ideas and topics from the WRMC into an already packed staff training program. Designed for those new to the conference, but also good for those looking for fresh ideas!

NEW SWAY, a Decision-Making Training for Your Team

Gary Thompson

Sway: The Irresistible Pull of Irrational Behavior by Ori and Rom Braufman explores decision making with examples and case study summaries that highlight ways in which humans choose to behave irrationally. Based on the text, this training is effective in coaching participants to recognize these irrational (SWAY) moments. In doing so, participants are better able to lead with intent toward their goals.



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- + Wilderness Risk Management Conference

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SPEAKER BIOGRAPHIES

BJ Allen has an MA in social work and extensive experience integrating equity, inclusion, and social justice into staff training, programming, and administrative practices. She leads Outward Bound California's work around equity and inclusion and is participating in projects on the local and national level to support growth and collaboration across the outdoor education industry.

Reid Anderson, former boarding school teacher, rowing coach, and counselor, is the director of Wilderness Tripping and the risk management team coordinator for Kieve-Wavus Education. KWE is a non-profit organization with two summer camps serving 1,100 campers with nearly 13,000 person-trip-days each summer, experiential programs serving 7,000 middle schoolers and their teachers each year, and several other smaller programs. Reid is a Registered Maine Guide, an ACA L3 canoe instructor, and a firefighter.

Leslie Arutunian, after sixteen years in higher education, became the director and owner of Wildlands Studies in 2008. Operating in sixteen countries, with 42 faculty and 230 students, Wildlands Studies' enrollment has increased 200% with above-industry standards in risk management, academic accountability, faculty hiring standards, and insurance coverage. The result of living abroad and traveling to 40 countries, Leslie's personal interests lie in experiential education with a focus on the outdoors as a medium for personal empowerment.

Joe Austin is the health review manager for NOLS, overseeing the review process of student and faculty health forms. Previously, he served as the associate director of admission as well as the field staff manager following his work as an instructor with 140 weeks in the field. Before joining NOLS in 1983, Joe worked for the Outdoor Education Center of the Houston School District in Texas and guided canoe trips in Maine for four summers. Joe is concluding his ninth year on the Accreditation Council of AEE and recently co-edited the *Manual of Accreditation Standards for Adventure Programs*.

Andrew Bailey is an associate professor of outdoor recreation and tourism at the University of Tennessee, Chattanooga. His research agenda addresses enhanced quality of life through the improvement of life experience. He has worked in camping, guiding, tourism, and academia. When not teaching, he can be found exploring the trails and crags around Chattanooga with his wife and their 6-year-old girl.

Aaron Ball has been training outdoor leaders for over 20 years, focusing specifically on managing people through high risk terrain including river, rock, and snow. Currently, Aaron is a senior instructor for the Wilderness Medicine

Training Center, a faculty member in Fort Lewis College's adventure education department, the owner and operator of Southwest Rescue, an instructor and pro trainer for AIARE, and a guide for San Juan Mountain Guides. Aaron has a master's degree in risk management in adventure education.

Holly Barrass, originally from New Zealand, holds a degree in adventure and outdoor education, AMGA SPI, and has completed her AMGA rock guide course. With over 400 field days of outdoor instructing, Holly has worked in adventure tour guiding, wilderness expeditions, backpacking courses, canoe trips, and rock climbing courses. Holly has worked at Colorado Mountain Club for 3.5 years first as the youth education director and now as the education director.

Walter Bezha spent most of his early years on Mother Earth out on the land with all of his grandfathers, traveling and learning the Dene traditions of Sahtú (Great Bear Lake) in the Northwest Territories. After thirty-two years in the resource development field with both the federal and territorial governments, he switched to working with Indigenous governance organizations. Walter is currently semi-retired, which gives him more time with his grandchildren on their traditional lands. Walter will continue his involvement with traditional knowledge projects; documenting this history has long been a priority for him.

Greta Blessing is the director of student services at the Voyageur Outward Bound School (VOBS), overseeing the admissions process for 7-72 day wilderness expeditions in Minnesota, Ontario, and Texas. VOBS is committed to serving a diverse and ever-more-challenging participant population including youth, teens, adults, families, struggling teens, and veterans. Greta and her medical screening team act as VOBS' first line of risk management defense by reviewing each applicant's medical, behavioral, and motivational risk factors and then accepting and denying applications based on current industry standards, national Outward Bound screening guidelines, and VOBS' hard-earned experience. Greta promotes both safety and inclusion across VOBS' programs by encouraging a screening process rich with conversation, compassion, analytical thinking, sound judgment, and superior customer service.

Eric Boggs is a leadership development professional with 20 years of facilitating experiential learning, wilderness expeditions, and service learning adventures. He uses storytelling as tool for meaning making and professional development with college students and C-suite executives alike. He is a University of Oregon instructor of leadership and management and NOLS expedition and wilderness medicine instructor.

Rick Braschler is a senior risk consultant and the director of risk management for Kanakuk Kamps in Branson, Missouri. Rick's 25 year career has centered on protecting and empowering youth safety throughout the world. Rick's blend of education and experiences offer him a unique perspective on balancing opportunities with risk in a recreational setting. Rick is the author of the nationally recognized *Kanakuk Child Protection Plan* and has provided over 500 hours of instruction to over 1,200 youth leaders.

Sydney Clark hails from the Midwest where she earned a BA in Sociology and Political Science and played Division I volleyball at Southern Illinois University-Carbondale. She subsequently spent two years in nonprofit coalition building and grassroots community development with Public Allies Chicago. From 2013 to 2015, Sydney served as a Peace Corps Volunteer in Kyrgyzstan where she led a variety of education projects and explored the Tian Shan mountains. Sydney is the former diversity and inclusion manager at NOLS where she developed initiatives to increase accessibility to the outdoors.

Joshua Cole is an owner and guide at North Cascades Mountain Guides and has more than 15 years of experience working in the outdoor education and guiding industries. He has given trainings and presentations on wilderness risk management to numerous organizations. Josh served as Washington program director for Northwest Outward Bound School for 8 years, is a lead instructor for Wilderness Medicine Training Center, and has worked as a professional ski patroller. Josh is an AMGA certified ski guide, single-pitch instructor, and is working towards his AMGA certification in the rock and alpine disciplines.

Dr. Loel Collins is a senior lecturer in the institute for coaching and performance at the University of Central Lancashire. Prior to a career as an academic he worked in adventure education for over 30 years, formerly as director of the National White Water Centre in the UK and as head of the paddle sport department at the National Mountain Centre. He is a British Canoe Union Level 5 coach in all recreational disciplines (white-water, sea and surf kayak, and canoe) and a telemark skiing and mountaineering instructor. He is a member of the Outward Bound Trust risk management committee in the UK, a fellow of the Royal Geographical Society, and technical adviser for British Explore. He is a prolific author and his research interests lie in investigated the specific of coaching and leadership education in adventure sports and complex judgement and decision making in dynamic environments.

Leah Corrigan, J.D., is a lawyer who advises and defends outdoor recreation businesses. She is an experienced litigator and the founder of Recreation Law Center, based out of Jackson, Wyoming. Recreation Law Center provides comprehensive legal and risk management services, including lawsuit defense, to outdoor recreation businesses. Leah spent ten years as a wilderness river guide

before becoming a lawyer, and is an avid skier, mountain biker, and river-runner. She is passionate about helping her clients run a professional recreation business, while keeping the adventure in their operations.

Daniela Cross is the coordinator of risk management and special projects at Associated Students, California State University, Northridge, Inc., where her work often concerns risk management advisement for outdoor recreation and sport club programs. She has bachelor's and master's degrees in Recreation Management from California State University, Northridge, and focused her graduate internship on risk management in the college setting. It was there that she has had the opportunity to teach graduate level courses concerning law, risk management, and ethics in recreation. Daniela also has 10 years' experience in the municipal recreation field. She lives in Los Angeles with her husband and children.

Clare Dallat works at The Outdoor Education Group (OEG), Australia, a not-for-profit outdoor education organization serving 42,000 participants per year and employing 400 staff. Clare led OEG's risk management team for almost 15 years and now oversees the Research and Innovation program. Clare also directs Risk Resolve, OEG's Risk Management consultancy service. She recently submitted her PhD at the Centre for Human Factors and Sociotechnical Systems, University of the Sunshine Coast, Queensland, focusing on developing systems approaches to accident prediction in led outdoor activities. Clare has an MSc in Risk, Crisis and Disaster Management.

Sam Daume has been in the insurance industry since 1986 and has worked with educational institutions since 1989. He joined the Fred C. Church Education team as an account executive in January of 2009. His experience includes 27 years as an account executive with three insurance brokers assuming various leadership positions including New England Education Practice Leader for Marsh USA. Sam has provided risk management advice and insurance brokerage service to independent schools, colleges, and universities of all shapes and sizes, as well as several well known outdoor educational institutions. Married 28 years with two kids, Sam loves the outdoors and traveling with his family. His highlights include climbing and hiking in national parks, fly fishing for salmon in Quebec, and a family trip to South Africa. He is an active member of Massachusetts Audubon, Appalachian Mountain Club, Trustees of the Reservation, and Sierra Club.

Valeria de Jesús Casas is a first-generation Mexican American storyteller, healer and self-proclaimed "Eco Chola." She works as a program coordinator for the Student Conservation Association's Houston Community Program, an urban conservation service program for local Houston youth, where she aims to shift the conservation narrative and push for more urban and city-centered stewardship. She is also an advocate for more representation

of LGBTQ and people of color in the outdoor industry; she believes embracing and recognizing our own identities can help shape the connection with the outside world and our place in it.

Josiah Downey currently works as director for education at Student Conservation Association, where he is interested in applying organizational learning to existing programs. He does this by developing and implementing training of all team leaders, designing content and program curricula, and assisting in the annual updates to safety policies and procedures. Downey has an M.S. in Environmental Science with a focus on program design and environmental education from Antioch University New England.

Paul Dreyer, a self-proclaimed “mercenary educator,” has had the opportunity to work with numerous organizations, including NOLS, Where There Be Dragons, HMI, and Watershed School. Paul has worked as a facilitator, curriculum designer, coach, expeditionary leader, risk management consultant, staff trainer, and team builder. Currently, Paul is the CEO of Avid4 Adventure, helping support the mission to empower kids to lead active and healthy lifestyles outdoors.

Todd Duncan has managed and directed adventure, research, and education programs on six continents. He specializes in developing new programs and has been creating and running programs in Hawaii and Belize for 10 years, where he also served with the Wildlife Conservation Society as manager for Glover’s Reef Marine Research Station. After two years as the director of safety and student life for the School for Field Studies (SFS), Todd now helps administer operations as the director of safety for the Sierra Club.

Jess Dunkin, originally from eastern Ontario, has called Yellowknife, NWT, home since 2015. When she isn’t working with NWT communities to support land-based programs, Jess can be found paddling, skiing, or writing/tweeting about life in the #SpectacularNWT. Jess holds a Bachelor of Education from Trent University and a Ph.D. in the history of recreation from Carleton University.

Claire Dzierzak is a program director for YMCA Camp Menogyn. She has worked for several outdoor industry leaders and loves being involved in the development of risk management policy and curriculum. Menogyn leads wilderness trips all across North America and Claire’s role is to help ensure those trips are executed safely. Throughout the off season she has the opportunity to work with other YMCA staff members, board members, and community members to enrich the all around experience at Camp Menogyn.

Jo Ellis is the director of Education Outreach at Bay Area Lyme Foundation. She has over 20 years of experience developing and marketing educational programming for schools, nonprofits, and corporations. A native of the UK,

Jo received her BA/MA from Cambridge University and a post-graduate high-school teaching certification from the University of London. Jo is a nationally recognized educator through Johns Hopkins University.

Bix Firer (MA University of Chicago, BA University of Wisconsin-Milwaukee) has worked in experiential and adventure education with national nonprofits and school districts in Chicago, Milwaukee, Colorado, and Alaska since 2007. Bix has primarily worked with students who are traditionally underrepresented in outdoor education. Bix is currently the director of programs for Big City Mountaineers. His passion is facilitating challenging and fun experiences that help participants approach themselves and each other with excitement, empathy, and a sense of adventure. While not working, Bix can be found exploring the high country of Colorado and the canyonlands of Utah by his own power with his wife Emma and their dog Bodhi.

Kathleen Floberg is a program director for YMCA Camp Widjiwagan. Part of her duties include working with the camp board and staff to develop effective risk management practices for Widjiwagan’s wilderness trips. She spent many seasons leading trips for Y camps and received a Master’s of Environmental Education degree from the University of MN, Duluth. Her role keeps her at a desk most days but the wilderness still plays a significant role in her life.

Luanne Freer, M.D. opened the world’s highest medical clinic in 2003, at Mount Everest Base Camp. Her work on Everest now makes her one of the world’s foremost experts on high-altitude medicine and is highlighted in several documentary films, chronicling life-and-death adventures as she faces high-altitude medical emergencies, helicopter evacuations, sudden violent storms, gender discrimination, multinational cultures, and poverty while operating the first and only emergency room on the world’s highest mountain. She is a board-certified emergency physician who practices as the medical director for Yellowstone National Park, and is the past president of the Wilderness Medical Society. She returns to volunteer and direct the clinic in Nepal every spring.

Kim Glodek is the associate program director for Education and Outreach at the Philadelphia Outward Bound School. She oversees education and outreach strategies for school and community partners. She is a field instructor and designer and facilitator of professional development for Outward Bound and youth serving organizations throughout the Philadelphia area. As an outdoor and experiential learning professional, Kim is an advocate for providing appropriate, quality, and standards-based training for the field.

Reb Gregg is a Houston, Texas attorney specializing in outdoor adventure and education law. He is a member of the Accreditation Council of the Association for Experiential Education and the Risk Management Committees of

SCA and Outward Bound International. Reb serves as legal counsel to the Association for Challenge Course Technology and to a number of adventure programs including summer camps, college and secondary school outdoor programs, and challenge course and zip line operators and builders. He is a frequent lecturer and writer and honoree of the Charles (Reb) Gregg Award, established by the Wilderness Risk Management Conference in 2009.

Darren Gruetze has occupied a wide range of roles within the conservation and wilderness therapy industries over the last 10 years. Currently, he manages Pittsburgh based programming for the Student Conservation Association. He approaches leadership and management from a bottom-up perspective, believing that those he leads know best what will facilitate their growth, and that it is his job to provide a safe and supportive structure in which they can achieve it.

Amberleigh Hammond is a program safety coordinator for the Sierra Club. Prior to the Sierra Club, Amberleigh served at SCA and Outward Bound as the national medical screener/risk manager. Amberleigh is an Outdoor Emergency Care instructor, teaches wilderness medicine courses, EMT/ski patroller, and Mental Health First Aid instructor. She currently serves on the WRMC Steering Committee.

Catherine Hansen-Stamp is an attorney in Golden, Colorado and a current member of the WRMC Steering Committee. She advises recreation and adventure providers on law, liability, and risk management issues. She speaks and writes on these issues both regionally and nationally, and has presented at the WRMC since its inception in 1994. Cathy provides legal counsel to a variety of organizations, including recreation, adventure and sport program providers, camps, schools, outfitters, and guides. She is a member of the Wyoming and Colorado Bar Associations, and co-author of *ACA CampLine* with Reb Gregg.

Tim Hare has worked with Where There Be Dragons in Bolivia, Boulder, and Nepal since 2005 as an instructor, program director, curriculum developer, staff trainer and, currently, as director of risk management. Previously, he worked for Outward Bound between 2002 and 2012 as an instructor, course director, and staff trainer in Colorado, Alaska, and Patagonia. A passionate educator, Tim believes that experiential and outdoor education are great tools for understanding our place in the world and learning to live a creative, compassionate, and authentic life, and that healthy engagement with risk is essential to that learning.

Jonathan Igoe has worked with students in schools, recreation programs, and summer camps for the past twenty years. A 1997 graduate of Yale, Jonathan is a director at Overland. Prior to Overland, Jonathan taught for five years at independent schools in Baltimore and New York City and served as the executive director of the Wil-

liamstown Youth Center. Jonathan has presented at the Wilderness Risk Management Conference and the ACA New England Conference. He is on the Board of Directors at YMCA Camp Belknap and serves as the Chair of the Risk Management Committee. Jonathan lives in Williamstown, Massachusetts with his wife and three children.

Jeff Jackson, PhD, is an award-winning educator and long-time contributor to the WRMC, introducing concepts such as sensemaking and systems planning. Jeff is a professor and coordinator of Algonquin College's Outdoor Adventure guide training diploma, where he oversees 10,000 student field days per year. He is the author of *Managing Risk: Systems Planning for Outdoor Adventure Programs*. His PhD research is in safety culture, peer influence, and internalizing safety values.

David Janney splits his professional time between working as a field instructor for NOLS, teaching wilderness medicine courses, and working as an RN in both emergency and hyperbaric medicine. He is a certified emergency nurse and a fellow in the Academy of Wilderness Medicine. His outdoor resume includes extensive work as a commercial river guide running expeditionary river trips in the Western U.S. from Arizona to Alaska, college outdoor programs director running climbing camps at Joshua Tree National Monument, and winter work teaching telemark and ski patrolling. David's love of travel has inspired spending significant time in India, Nepal, Tibet, Central America and the Middle East. While making Portland, Oregon his home base, David still spends significant time in the mountains, on rivers, and abroad.

Anna Johnson's introduction to wilderness environments began at a traditional summer camp and continued as a student with ActionQuest aboard a sailboat in the Caribbean. In addition to several years working on tall ships in remote environments, she has spent 19 summers working for ActionQuest with roles including operational director, head EMT, trip update manager, food coordinator, and photographer. During the year, Anna lives in Washington, DC and spends her free time volunteering with a dog rescue organization and training for running races.

John Kelley has worked in outdoor and experiential education for the last 15 years. He is currently the assistant head of school at the Verde Valley School, in Sedona, AZ. He has been an instructor at a number of therapeutic wilderness programs, international schools, collegiate outdoor programs, and adventure travel organizations. In addition to his work at Verde Valley, John teaches periodically at Prescott College and works as a climbing guide in a variety of locations.

Victoria Kerr, originally from Scotland, was lured to Colorado by the promise of endless blue skies and Noosa yogurt. Instructing for Outward Bound and college programs, she spent over a decade teaching avalanche, snow,

and mountaineering courses throughout Colorado, Utah, Alaska, and Ecuador. Gaining valuable knowledge of group dynamics, leadership, conflict resolution, and risk management, she often draws on those skills in her current role as Human Resource director for Colorado Outward Bound School. Vic directs the staffing, training, and development vision for over 200 staff and manages program operations and safety. Vic is drawn to the challenge of balancing the organizational and operational needs through a lens of professional and organizational development and evolving cultural strengths. When not exploring the inner workings of the Affordable Care Act and competency-based promotion structures, Vic enjoys traveling with her husband and toddler in an Airstream and taking very slow walks.

Tracey L. Knutson is a licensed attorney whose primary practice involves working with recreation and adventure sports commercial operators, public land administrators, and recreation oriented educational groups. An experienced trial lawyer, Tracey defends recreation companies and sports groups from liability claims, often negotiating pretrial conclusions that minimize time and expense. In addition, she provides risk management and training services. Tracey's belief, when it comes to recreational endeavors, is that risk and opportunity exist simultaneously. Learning how to maximize the opportunities in your recreational endeavors by minimizing or mitigating the risks is a key component of operating a quality adventure sport or recreational endeavor or business.

Alex Kosseff is the executive director of the American Mountain Guides Association, founder and president of the Outdoor Safety Institute, and author of the *AMC Guide to Outdoor Leadership*. As a consultant, he has assisted over 100 outdoor education, recreation, and conservation programs in improving their risk management practices. Alex lives in Boulder, Colorado and loves climbing, skiing, packrafting, and teaching in the outdoors.

Emily Ledingham has worked as an instructor and administrator at NOLS. She has accumulated over 160 weeks of experience instructing hiking, mountaineering, whitewater, and backcountry ski courses, and has supervised faculty and risk management at a variety of NOLS locations. Emily currently serves as the field staffing director for the school.

Drew Leemon, NOLS risk management director, began his career in outdoor education in 1979 and has held his current position since 1996. He is a past chairman of the Wilderness Risk Managers Committee and is on the Steering Committee for the Wilderness Risk Management Conference. He has published papers on wilderness injury and incident data and is co-editor of the *Manual of Accreditation Standards for Adventure Programming* and co-authored *Risk Management for Outdoor Leaders*.

Andy Leider is a senior consultant with the Outdoor Safety Institute. His work focuses on bridging the space between

field operations and organizational management. Andy is a past director with the Orfalea Foundation, Outward Bound, Montana Yellowstone Expeditions, and the Golden Gate National Parks Conservancy, and he holds a Somatic Coach certification from Strozzi Institute. Andy lives in the San Francisco Bay Area where he is teaching his daughter to love and protect urban and wild spaces.

Brendan Madden is the director of learning and adventure and national safety officer at Outward Bound Canada. He has been active in the expedition-based adventure education field for over 20 years, mostly as a program director and senior instructor at both Outward Bound and NOLS. Brendan has also been a risk management trainer and consultant at NOLS. He was once the director of Hulbert Outdoor Centre in Vermont. Brendan continues to be fascinated by the confluence of systems thinking and human-factor elements in outdoor risk management.

Laura Maguire is a researcher at Ohio State University where she studies human performance in complex, adaptive environments. She spent 15 years working in safety and risk management in resource industries and holds a master's degree in Human Factors and Systems Safety. She is a backcountry skier, alpinist, and mountain sport enthusiast. Despite being preoccupied with some of the most catastrophic accidents in human history, she is actually pretty fun to be around.

Dr. Will Marling earned his undergraduate (1986), graduate (1989) and post-graduate (1997) degrees in a variety of disciplines. As a trained crisis responder (2000), he has deployed to hundreds of incidents, nationally, and internationally. He is an independent trainer for the National Organization for Victim Assistance (NOVA).

Laura McGladrey is a family and psych mental health nurse practitioner, NOLS instructor, and consultant with a background in emergency, humanitarian, and wilderness medicine. As a faculty member for University of Colorado Health Emergency department, Laura is working on crisis stabilization for child and adolescent population as well as crisis response, intervention, and private practice for first responders and wilderness programs. She speaks nationally on psychological first aid and provider resilience.

Katie Baum Mettenbrink has worked in outdoor education since 1999. She currently leads NOLS Risk Services, which provides risk management training and consulting for organizations around the world, and chairs the WRMC Steering Committee. She is also a senior field instructor at NOLS, with 140 weeks of experience on extended wilderness expeditions. Before landing in her current role, she oversaw staffing for NOLS Custom Education, was the program manager at NOLS Alaska, taught environmental education in the Pacific Northwest, and worked for the outdoor program at Princeton. She lives in Lander, Wyoming with her partner and young son.

Greta Mills is a NOLS Rocky Mountain program supervisor and senior field instructor. She has a master's degree in sociology with an emphasis in gender. She lives in Lander, Wyoming, and spends her free time climbing, trail running, backcountry skiing, and gardening.

Frances Mock is an attorney specializing in risk management and claims management for wilderness and experiential education programs. She is counsel to NOLS, Outward Bound, LL Bean's Outdoor Discovery School, and other clients, providing advice about responding to deaths, animal attacks, sexual assaults, and other serious incidents; claims and lawsuits; medical screening; and other operational issues. She has spoken at numerous national conferences for the outdoor and study abroad industries and has been teaching at Duke Law School for ten years. Frances worked as a Class V whitewater rafting guide, was a volunteer cross country skiing instructor for special needs populations, and was trained as a WFR for about ten years before becoming an attorney.

Steve Neal, Outward Bound USA Risk Management Officer and a member of the WRMC Steering Committee, has been a risk management and safety professional for over 40 years. As a former paramedic, he developed a keen understanding of the importance of proactive loss prevention. His career spans his current position with Outward Bound; 9 years as risk manager for the City of Portland, Maine; 20 years in the ski industry focusing on ski patrol, safety and risk management; and 6 years as an insurance professional providing insurance, loss control and claim services to the outdoor recreation industry. A native Mainer or "Maniac", Steve enjoys all the seasons and outdoor activities New England has to offer.

Claire Nelson is the Youth and Outreach program manager for the Mazamas in Portland, Oregon. Claire holds a master's degree in Leadership for Sustainability Education and a BS in environmental studies. She has also worked as the West Coast program manager for Big City Mountaineers, program manager for Explore Austin, and as a certified climbing guide with KAF Adventures, Portland State, and Outpost Wilderness Adventures. Claire holds an SPI and her AAIRE 1.

Katie Nelson serves as the associate program director for Safety and Delivery at the Philadelphia Outward Bound School, one of OBUSA's 11 regional schools. In this role, she oversees all aspects of program safety and staff training and development, for which she relies on her decade of experience with Outward Bound, serving as a course director and staff trainer, as well as the 60+ backpacking, paddling, climbing, and multi-element expeditions she's instructed with a variety of participant populations. As a committed outdoor professional and risk manager, she recognizes the importance of providing tools and dynamic trainings to engage both field staff and program participants in established safety systems.

Nate Ostis is a Rescue 3 Swiftwater Rescue instructor and a Level 5 Advanced Swiftwater Rescue instructor trainer for the American Canoe Association. He is a firefighter, WEMT-B, a NSDS open water diver, and an ice rescue technician. Additionally, Nate instructs for NOLS, NOLS Wilderness Medicine, and the department of emergency programs at University of Utah. He is the author of the *NOLS River Rescue Guide*, which recently won the National Outdoor Book Award for Best Instruction. He founded Wilderness Rescue International in 2002 and teaches approximately 20 river rescue courses a year.

Steve Pace currently serves as the director of standards development and accreditation at the Association for Experiential Education. He is also Professor Emeritus at Prescott College. Steve is a member of the WRMC Steering Committee and the Outward Bound Safety Committee of the Board. Prior to Prescott College, Steve worked for 11 years at the Voyageur Outward Bound School. Steve's areas of expertise include outdoor education and college program administration, risk management of field activities, interpersonal and group communication, mediation and conflict resolution, and therapeutic use of adventure education.

Nettie Pardue has over 20 years of experience as a facilitator, mediator, instructor, guide, trainer, coach, and administrator in experiential education programs for Outward Bound, Outward Bound Professional, Outward Bound Center for Peacebuilding, and the United World College. She has also spent time working in the field of conflict resolution at SEEDS Community Resolution Center where she acted as facilitator and trainer for communication, conflict resolution, mediation, and cultural competency courses. Nettie has an MA in Applied Behavioral Science and has presented at conferences in the US and abroad.

Mike Pigg has been involved in the experiential education industry for over 15 years as an educator, trainer, and administrator. He has a long history with Outward Bound (OB) Australia where he served for several years as the safety director, and then general manager. In addition, his experience in Australia includes extensive work within the tertiary/vocational training sector. Mike joined OB in the US in 2015, first as OBUSA associate safety director and then director of operations at Colorado Outward Bound. Today Mike is the OBUSA national safety director, a member of the OB International Risk Management Committee and a member of the AEE Accreditation Council.

Aparna Rajagopal-Durbin, J.D., is a former natural resources and business litigator who has devoted the last eight years to helping outdoor and environmental organizations attract and engage a diverse and inclusive base of people and cultivate inclusive cultures. Aparna has facilitated workshops on inclusion, equity, cultural competence, cultural relevancy, and implicit bias for thousands of outdoor educators, nonprofit leaders, outdoor industry professionals, land managers, conservation grantors, and

conservationists. She has also spearheaded projects that encourage public dialogue about diversity and inclusion in the outdoors, including Expedition Denali: Inspiring Diversity in the Outdoors. Most recently, Aparna co-founded and has served as director for the People of the Global Majority in the Outdoors, Nature, and the Environment Summit.

Tony Rango has been a staff member of the Sierra Club since 1992 and currently serves as the director of National Outings. The National Outings program offers more than 300 domestic and international trips annually, led exclusively by volunteers. In 2000, Tony created and developed the Sierra Club's first national training program for outing leaders. Since then, the program has trained and fielded thousands of leaders and volunteers. He initially got involved with the Sierra Club because of his job, but he soon began leading for the program and training future leaders. He has led numerous Sierra Club trips including backpacking, rafting, biking, kayaking, and trekking trips.

Joel Reid has worked for the Northwest Outward Bound School for over 10 seasons as an instructor, course director, staff trainer, and currently program manager where he focuses on staff trainings, curriculum design, and risk management. He is a lead instructor for the Wilderness Medicine Training Center teaching WFR courses around the Pacific Northwest. He currently lives in the Methow Valley of Washington and spends much of his time exploring the North Cascades.

Morgan Reynolds is a Master's student in Integrated Systems Engineering at Ohio State University. She has spent 2.5 years working for the OSU Outdoor Adventure Center where she planned and led outdoor recreation trips for students. In addition, she has spent one year working in the Cognitive Systems Engineering Lab. She enjoys using her outdoor recreation experiences as work to exemplify cognitive systems concepts and using those concepts to improve her outdoor recreation risk management.

Gates Richards is a senior instructor for NOLS Wilderness Medicine. Gates has been involved in outdoor education and EMS since the early '90s. Over the years he's worked outdoor programming throughout the Rocky Mountains, Pacific Northwest, and Alaska. He's worked urban EMS in Washington, DC; Seattle, Washington; Gunnison County, Colorado; and is an Intermediate EMT in Lander, Wyoming. Gates began teaching for NOLS Wilderness Medicine in 1998 and now bears the title of special programs manager. He oversees NOLS Wilderness Medicine's WEMT and instructor training programs and is a Fellow of the Academy of Wilderness Medicine.

Maggie Robinson has been with iNext international insurance since 2012. Prior to selling insurance, she taught reading to learning disabled students and prior to that kindergarten. Besides having a master's degree in Education, she is a licensed insurance agent in the state of Maine. She has 3 kids, 2 who have done NOLS trips to

Alaska, Yukon, and Wyoming. Maggie lives in Maine with her husband, kids, and 2 Labrador retrievers, enjoying skiing, hiking, sailing, and anything outdoors.

Rafael Rosa, current WRMC Steering Committee member, directs SCA's program operations, strategy, and staff. From 2014 to 2016, he served as regional vice president for partnerships for SCA's central region. Rafael brings to SCA more than 25 years of museum education experience at the Museum of Science and Industry and the Chicago Academy of Sciences and its Peggy Notebaert Nature Museum, most recently as vice president of education. In 2012, a program Rafael developed with community partners, Using Cultural Symbols to Introduce Monarch Conservation and Nature-Based Activities in Chicago, received the Urban Communities in Conservation Award from the US Department of Agriculture.

Elyse Rylander (she/her) has worn many hats in the outdoor industry and education worlds. Since 2006, she has taken thousands of youth and adults on outdoor adventures all over North America, and during these adventures the interrogation of equity, access, and privilege played a central role. In 2011 Elyse began her journey as founder of OUT There Adventures, a 501(c)3 dedicated to further bridging the gap between the LGBTQ community and the natural world. Along this path, Elyse has worked tirelessly to reduce outdoor access barriers for all members of the LGBTQ community. This has resulted in dozens of publications, presentations, interviews, trainings, and program partnerships aimed at increasing queer visibility and further complicating the narrative of who goes outside and how. Elyse's work has appeared in places such as the Rutledge International Handbook of Outdoor Studies, in print and person at industry events such as Outdoor Retailer. In March of 2018 Elyse was named a "Top Woman in Conservation and Environmental Justice" by ECODiversity Magazine, and in April she was named in *Outside* magazine's feature of the next generation of outdoor leaders. Elyse is also the co-organizer of the annual LGBTQ Outdoor Summit. Outside of her work, Elyse is known for her sense of humor best conveyed through perfectly timed message GIFs, and in her (rare) free time she can be found paddling through the central Salish Sea.

Jay A. Satz is the senior director of Partnerships and Innovation for the Northwest Youth Corps (NYC), where he is responsible for developing new conservation service program models, managing relationships with NYC's key partners and supporting programs in the field. Jay is an award winning conservationist with an over 30 year career of connecting youth to conservation, backcountry conservation service programs, and developing and promulgating effective risk management practices for NYC as well as many others.

Jay Shields is the Chief Ranger of Olympic National Park, responsible for the management, direction and oversight of all emergency services to include Federal Law Enforce-

ment, Emergency Medical Services, Search and Rescue and Fire. He has worked for the National Park Service for 26 years in 9 different National Park units to include Rocky Mountain, Grand Tetons, Yosemite, Olympic, Sequoia and Kings Canyon, Blue Ridge, Great Smoky Mountain, and Pipestone. Jay has worked on several national committees associated with emergency medicine as a tactical medic and with K-9 tactical emergency casualty care, teaching various agencies and officers in prehospital care and medicine. He co-authored the National Tactical Emergency Medical protocols for the NPS which has been assimilated to other Federal Agencies. He has worked countless numbers of search and rescues during his career in various types of terrain and complexity, in multiple disciplines, and in multiple roles. He holds memberships in various tactical, medical, and SAR groups, and maintains national certifications in these disciplines.

Colby Smith has been working at Colorado Outward Bound School as the Student Services manager and head medical screener since 2013. He has been with Outward Bound, in its various iterations, for the past decade, coming aboard after receiving a master's degree in Sport Administration from the University of Northern Colorado. He currently lives with his wife and 4-year-old daughter in Colorado. When he is not thinking about safety, systems, and medical screening you can find him dreaming of steep chutes filled with deep powder and other natural wonders.

Steve Smith runs Experiential Consulting, LLC, specializing in risk management support for outdoor programs. He served as chair of the WRMC from 2014-16, has held national leadership roles at the Student Conservation Association and Outward Bound, and is a NOLS graduate. He has been associated with Outward Bound since 1998, first as a mountaineering instructor, then staffing manager, and is currently a board member for the Northwest Outward Bound School, where he also chairs the school's safety committee. He has written emergency response plans, training manuals, field manuals, designed crisis response scenarios for a wide variety of organizations, conducted safety audits, presented at over 30 professional conferences, and published articles in outdoor magazines and journals. Steve lives in Seattle and loves to explore and photograph the wildlife, mountains, and coastlines of the Pacific Northwest.

Jeannette Stawski serves as the executive director for the Association of Outdoor Recreation and Education (AORE). She has worked as an LNT Master Educator, NOLS instructor, wilderness medicine instructor for the Wilderness Medicine Training Center, and EMT. Jeannette has a bachelor's degree in resource policy and behavior from the University of Michigan and is a Certified Association Executive (CAE). Jeannette completed 11 years as the director of Outdoor Adventures at the University of Michigan. Prior to working for U of M, Jeannette worked for five summers as a professional outdoor guide. Jeannette serves on the WRMC Steering Committee.

Shana Tarter is the assistant director of NOLS Wilderness Medicine. In addition to 25 years of experience in wilderness medicine and outdoor education, she chaired the Wilderness Risk Management Conference Steering Committee for five years and was the 2017 Reb Gregg Wilderness Risk Management award recipient. She serves as a reviewer for the Wilderness Medical Society's Fellowship of the Academy of Wilderness Medicine. She is an active wilderness medicine instructor, risk management educator, and frequent conference presenter.

Gary Thompson believes that opportunities to lead are abundant and that everyone can participate in affecting change. He began working for the University of Idaho McCall Outdoor Science School (MOSS) in 2004. There his responsibilities include marketing, leadership development, and risk management. He continues to enhance his risk management practices by working as a river guide in the summers and as an avalanche educator and ski guide in the winters. His work as a leadership consultant at Redfish | Bluefish, Inc. and as a volunteer for several non-profit boards allows him to look beyond his own understanding of risk management and leadership.

Christine Upton, as an undergraduate student trip leader at Texas Tech University, knew that outdoor recreation and education was what she wanted to do with her life. She received a bachelor's degree in Natural History and Humanities from TTU and moved to Seattle. There, she was fortunate enough to land an instructor position at a paddlesports shop where she led and explored the PNW for almost three years. Christine currently has the pleasure of working for the Outdoor Adventure program at California State University, Northridge in northern Los Angeles.

Mark Vermeal is the senior safety and risk advisor for Fred C. Church, Inc. where he works with a team of professionals dedicated to serving the unique safety, risk management, and insurance needs of the outdoor and adventure industry. With 20 years of experience as a senior-level administrator, Mark led the Outward Bound USA Safety Department overseeing the safety management systems for Outward Bound's eleven regional schools. Mark has implemented strategies that have enhanced a culture and climate of safety at OBUSA and the SCA and served as the director of the Wilderness Skills Program at the White Mountain School, where he developed a ground up, nationally recognized outdoor education program. As a Wilderness EMT Mark managed emergent situations, and has been a wilderness medicine instructor and a classroom teacher in anatomy and physiology. With rock, ice, and alpine guiding experience, he is a certified AMGA rock instructor and single pitch instructor provider. Mark currently serves on the Outward Bound International Risk Management Committee, Outward Bound Canada Board Risk Oversight Committee, and the American Alpine Club's Education Task Force. Mark served on the WRMC Steering Committee from 2007-2017 and has been a WRMC presenter since 2007.

Jenna Westendorf graduated from UC Berkeley with a B.A. emphasis in education and a passion for the outdoors. She spent the next few years working as a raft guide, youth behavioral specialist, and educator in a variety of capacities. In the spring of 2014, Jenna began instructing for Outward Bound California, where she led backpacking and rock climbing trips for youth and young adults. Jenna received her master's degree in social work from San Francisco State University, during which time she conducted extensive research into trauma-informed practices for outdoor education.

Heidi White specializes in crisis communications and issues management ranging from media and crisis training and counsel to crisis planning and preparedness, message development, and crisis response. Throughout her 25+ year career, Heidi has helped organizations navigate wilderness crises, product recalls, labor disputes, and workplace issues and accidents, among many other issues. She also has in-depth experience in generating awareness and trust via impactful programs including community relations, media relations, cause marketing/CSR, social media, and other effective strategies. In her free time, you can find Heidi hiking with her dogs, on a paddleboard on Lake Tahoe, or chasing her kids down the slopes.

Helen Wilson is the curriculum publications managing editor and a field instructor for NOLS. She is on the Board of Directors and the Secretary of Qajaq USA, the American chapter of Qaannat Kattuffiat—the Greenland Kayak Association, and is the editor of Qajaq USA's publication, *The Masik*. Helen is an ISKGA Coastal Guide and an ACA Instructor with an ACA Rolling Endorsement. She holds the DGI Certification (Denmark coach certification) and is a registered yoga teacher (RYT) and a Wilderness First Responder.

AJ Wojtalik joined the Colorado Outward Bound School as marketing director in February of 2013 after an 8-year stint in media, preceded by marketing in the outdoor recreation industry and roaming the Western Slope of Colorado on horseback. Now overseeing the marketing, communications, and business development team at COBS, she continues to fuse her professional background with her lifelong love of the outdoors and experiential learning. She is responsible for brand messaging, partnerships, and internal and external communications (including crisis

communications), and supports the HR department and senior leadership team in developing and implementing the vision and strategy for the school. AJ graduated from Western State College (now Western State Colorado University) with a degree in English and when she's not sprinkling marketing magic across the land, she can be found on wild adventures with her 9-year-old daughter.

David Yacubian has been working for NOLS in various capacities since 2000. Dave owns Ready SF, which specializes in risk management and emergency preparedness services. Previously, he was the director of risk management for NatureBridge. He sits on the risk management committees of The Crossroads School, Environmental Traveling Companions, and Outward Bound California. Dave has two daughters who bring him endless joy and continual risk management opportunities.

Lach ("Lash") Zemp advises and defends wilderness adventure operations, summer camps and outdoor adventure operations based in the southern Appalachian Mountains. With 28 years of litigation experience, his practice focuses on risk management, employment issues, contract review, and litigating catastrophic loss cases for the outdoor industry. Lach is a partner with the firm of Roberts & Stevens in Asheville, North Carolina.

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Incident Types

Incident Type	Count (Approximate)
Illness	480
Injury	380
Motivational/Behavioral	120
Property Damage	60
Psychological	20

Incidents by Person Status

Person Status	Count (Approximate)
(Blank)	150
Bystander	100
Client/Par...	100
Entire Group	100
Family Member	100
Instructo...	100
Not Specified	100

Incidents by Gender

Gender	Count (Approximate)
Female	150
Male	150
Not Specified	100
Not Applicable	100
Tran...	100
Unknown	100

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Jim Ratz (1952-2005) was a passionate mountaineer, father, and husband dedicated to outdoor education and the preservation of wilderness. As NOLS Executive Director (1984 -1995), Ratz was instrumental in the creation and vision of the inaugural Wilderness Risk Management Conference.

Thank you to the following donors for supporting 2018 Jim Ratz Memorial scholarships!



Individual Donors: David Johnson and Shana Tarter

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Founded in 1880, The American Canoe Association (ACA) is a national nonprofit organization serving the broader paddling public by providing education related to all aspects of paddling; stewardship support to help protect paddling environments; and sanctioning of programs and events to promote paddlesport competition, exploration and recreation.



The Association for Experiential Education (AEE) is a nonprofit, professional membership association dedicated to experiential education and the students, educators, and practitioners who utilize its philosophy.



The American Mountain Guides Association (AMGA) is a 501(c)(3) educational non-profit that is dedicated to supporting the American mountain guiding and climbing instructor community. As the leading organization of America's most vibrant, inspiring community of climbers and skiers, the AMGA offers you cutting edge knowledge and hundreds of years of collective experience that you won't get from any other climbing organization. AMGA guides and staff are the experts in the business of being a guide. We spent 30 years setting standards for American guiding instruction, protecting the guiding environment, and organizing a powerful, unified community of guides and clients. And we will spend the next 30 supporting you as you pursue your passion.



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CampDoc.com is the leading electronic health record system for camps. Designed by camp doctors, nurses and directors, our secure, easy-to-use web-based solution manages health forms, medications/allergies and illness/injury logging for your camp throughout the summer.



College Outside is a multi-brand sales channel built for Higher Ed, institutional, and rental gear orders. We offer a streamlined system to purchase gear at wholesale (or below) from over 50 leading outdoor brands including Black Diamond, Marmot, Kelty, NRS, and more. With no minimum orders, one login, one invoice, and customized recommendations, ordering gear for your program just got a whole lot easier! In addition to your Group Purchasing account, we also offer pro-deal discounts to your student leaders and staff. Apply now at www.collegeoutside.com/apply.



Founded in 2008, Experiential Consulting, LLC helps clients maximize the educational outcomes of their outdoor programs, while assessing and managing risks to individuals and organizations. We believe in the transformative power of outdoor experiences and are here to help you make the most of your program's educational opportunities. Serving a wide range of organizations, schools, and conservation corps programs, our goal is to help you achieve your mission while accurately assessing and effectively managing risk to your participants, staff, and organization. We specialize in risk management audits, policy and procedure manuals, training for board and staff, risk management systems, incident reporting tools, and building organizational culture conducive to your risk management goals. Contact us for a free estimate at steve@outdoorrisk.com or visit us at www.outdoorrisk.com.



Fred C. Church is a full service insurance broker and risk advisor who partners with their clients to identify, assess, and address the full spectrum of risks facing outdoor and adventure-based organizations. With a combination of in-depth experience in the outdoor and adventure industry and a wealth of knowledge in insurance and risk management, the Fred C. Church team offers custom-designed safety, risk management, and insurance solutions.



Garmin International, a worldwide leader in navigation and communication products, is the maker of inReach SE[®]+ and inReach Explorer[®]+ satellite communication devices. inReach is the ideal remote communications and logistics coordination solution for any professional application that requires remote connectivity for tracking, messaging, field data collection and more. Garmin offers an array of flexible and custom inReach professional solutions that can help keep your remote workers oriented, accessible and informed.



Global Rescue has been a leader and pioneer in the travel services industry since our founding in 2004. We provide the finest integrated medical, security and travel assistance services available anywhere, with a team of critical care paramedics, physicians, nurses and military special operations veterans there to help you every step of the way. Our medical advisory and evacuation services include exclusive relationships with the Johns Hopkins Department of Emergency Medicine Division of Special Operations, Elite Medical Group and Partners HealthCare. Our track record has made us the chosen provider for some of the world's largest companies, universities and nonprofits. Our mission is simple - to be there when it matters most.



iNext international insurance provides a full portfolio of insurance solutions designed specifically for participants traveling outside their home countries. iNext partners with educational institutions to provide affordable and rich in benefit solutions.



Island Sailing programs blend advances in sailing education with "salty" practical training by many of the world's best instructors. The sailing club enables sailors to enjoy local sailing and gain experience. Adventure vacations offer opportunities for advanced training and sailing well beyond Northwest horizons.



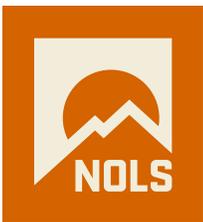
Latino Outdoors is a unique Latino-led organization working to create a national network of leaders in the conservation and outdoor recreation fields. As part of this work, we are focused on expanding and amplifying the Latino experience in the outdoors; providing greater opportunities for leadership, mentorship, professional development opportunities and serving as a platform for sharing cultural connections and narratives that are often overlooked by the traditional outdoor movement.



The McCall Outdoor Science School is no ordinary school. Here, students are excited to learn. Here, students learn by immersing themselves in nature. Here, students grow and create while exploring the science of ecology. This school is operated by the University of Idaho's College of Natural Resources. The University and its partners use MOSS to foster scientific literacy, leadership skills and open-minded dialogue through graduate and professional education, youth science programs, seminars, and more.



New Vision Wilderness (NVW) is an innovative wilderness therapy program for those who require an immediate intervention and intensive treatment. Our programs specialize in treating struggles associated with adoption, developmental trauma, anxiety, and addiction. We serve preteens, teens, young adults and families in three U.S. locations: the beautiful Northwoods of Wisconsin, the majestic Cascade mountain range of Central Oregon and the lush Nantahala National Forest of North Carolina.



NOLS is a nonprofit school that seeks to help you step forward boldly as a leader. We believe that anyone can be a leader; it's our role to provide the environment and training to help you discover your full potential. We do that in classrooms close to home and in remote wilderness areas around the world. We're an organization with heart, expertise, and wilderness, and these qualities help us support powerful, authentic experiences.



Osprey grew from one person's desire to use and make more comfortable, longer lasting and functionally sound packs. We're inspired by and celebrate the desire to explore life with curiosity and passion. We don't believe that adventure is accessible to few, it's open to everyone and is found anywhere you have the willingness to look. For nearly 45 years we've been actively involved in the outdoor education and recreation world, and continue to dedicate ourselves as we evolve our program-specific Escalante Series.



OutdoorEd.com is the premiere outdoor education Web resource. Our mission is to provide the best collection of online resources for outdoor education professionals. Whether Exhibitors 2017 Wilderness Risk Management Conference Program 31 you are presenting your company or school, offering trainings, looking for a job, developing a new program or looking for risk management resources, when people want information about outdoor education, they turn to OutdoorEd.com. We are excited to announce the opening of our new website with a full array of new features.



Outdoor Prolink's members are the heart of the outdoor industry. They are mountain guides, search and rescue, ski patrol, outdoor educators and more. They provide the most authentic form of marketing: personal knowledge and experience. Outdoor Prolink takes advantage of this influencing power by connecting our network of 100,000 hand-verified outdoor pros with 35%-45% off retail on 90 top outdoor gear brands.



Outdoor Safety Institute (OSI) provides outdoor education and recreation providers with safety, liability, and program management solutions. OSI provides global safety management support to organizations of all types operating in remote environments.



Since its first course for the Peace Corps in 1961, Outward Bound in the United States has been preparing young people to go places in their lives and on this earth to make a difference in the world. Outward Bound students learn about themselves. They learn about others. They learn technical expeditionary skills and, most important of all, they learn that they can do more than they ever thought possible.



SAM Medical Products designs, develops, and manufactures life preserving pre-hospital trauma products for the EMTs, Paramedics, Combat Medics, Rescue workers, and other guardians, comforters and miracle workers confronting adversity around the world. #MoreThanSurvival



Every day SCA provides opportunities for young people to make a positive impact on the world around them. Every year we motivate and deploy thousands of young people who care passionately about improving their natural world. We put them to work in our parks and public lands and urban green spaces to make improvements and learn conservation and sustainability practices. We teach them how to plan, enact, and lead, all while making a tangible impact in conservation.



The Venture Out Project envisions a world where queer, trans, and LGBTQ+ youth and adults create community, develop leadership skills, and gain confidence through the shared experience of outdoor adventure and physical activity. We facilitate backpacking and wilderness trips for the queer and trans community by the trans community in a safe and inclusive environment. We also provide transgender inclusion workshops for educators, adventure professionals, camps and more.



Wilderness Medicine Training Center provides practical courses in wilderness medicine and outdoor program risk management. Hybrid courses require home study using animated lectures (DVD), texts, and online testing before attending a practical session.



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Most companies have one bottom line. At Clif Bar & Company, we are a private, family and employee owned company guided by five “bottom lines” or what we call our Five Aspirations: Sustaining our Business, Brands, People, Community and the Planet. These aspirations help us consider decisions from multiple perspectives that we value, and we choose the word “aspiration” in recognition that we’re on a journey and can always do more in each of these areas.



Founded by Hans Deuter in 1898, we are one of the oldest backpack manufacturers in the world. We make sure that our products are functional and durably reliable companions for active people. That is why we invest a great deal of time and effort in the development, production, testing and repairs service of our backpacks, bags and sleeping bags.



Our mission is to get more people outside—using their hands in the process. And we know there are times where you need to fix your gear. When your gear shows wear, it shows love. We teach people how to keep their well loved and expensive gear in like new condition, thereby increasing performance, saving money, and consuming less in the process. And if you’re using one of our lights, camouflage wrap, or tube of glue, you’ll get the best performance on the market. That is one mission we’re proud to share with the next generation.



Whether you’re on the trail needing to drink from a dirty stream, or filling up at a questionable hotel sink in Peru, GRAYL has you covered. FILL. PRESS. DRINK. with these fast and easy steps to make safe, clean purified water — anywhere in the world.



Getting to the guts of better living by breaking with routine. Ropes courses, back-country expeditions, retreats, staff trainings, and choose-your-own-adventure style keynote presentations and workshops. Whether you are a person with a chronic medical condition, a person who loves someone with a chronic medical condition, or you work to make the lives of people with a chronic medical condition better, we will ask you to think differently, share your story, and do things that challenge you.



In the backcountry, having the right shelter is crucial. For 45 years, Hilleberg has specialized in making that “right shelter” by building the highest quality all season tents that offer the ideal balance of low weight, extraordinary strength and remarkable comfort.



Hyperlite Mountain Gear is not about bells and whistles. Nonessential features. Or the latest trending colors. What we’re about is stripped down, high performance gear that’s been dialed in to meet, in as minimalist a manner as possible, the exacting requirements of the people who use it. The goal is simple: Arrive at the ideal balance of strength, weight and performance to create gear that’s bombproof and foolproof.



Klean Kanteen collaborates with and supports dozens of organizations working to protect people and our planet. Our network of friends stretches across the country and around the globe, and includes everything from tiny hometown environmental education programs to nationally acclaimed leaders in advocacy for health and environmental stewardship, music festivals, and private companies known worldwide for their conscientious approach to doing business.



Rugged. Authentic. Reliable. Timeless. What started as a casual conversation at the Shady Lady Saloon in Jackson Hole, Wyo. has become a topperforming mountain-inspired lifestyle apparel brand. Established in 2003, Mountain Khakis quickly became a staple in the wardrobe of everyone from ranch hands to golf pros, those who travel by jet, as well as those who travel by thumb. The Mountain Khakis brand story continues to resonate as it connects to the enthusiast who believes that freedom and rugged adventure is a way of life. Mountain Khakis “Built for the Mountain Life.”



Nemo Equipment, manufacturers of Sleeping pads, sleeping bags and tents, designs products to improve the experience of adventure. NEMO believes meaningful adventures are possible for everyone, anywhere. Possible, that is, if you bring the will, the imagination, and the right gear.



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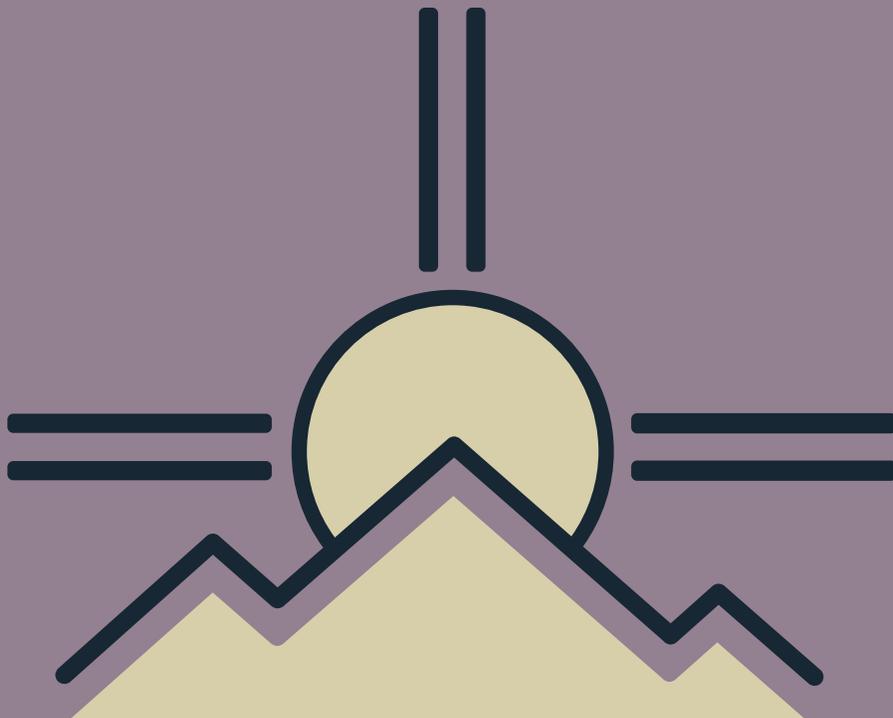
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