

WRMC



WILDERNESS RISK MANAGEMENT CONFERENCE



PORTLAND, MAINE

24TH ANNUAL CONFERENCE NOVEMBER 1-3, 2017



Welcome to the 2017 Wilderness Risk Management Conference in Portland, Maine!

This conference aims to promote collaboration across programs and contribute to a culture of open dialog about our successes and our challenges.

The Education Committee has designed the conference to balance risk management fundamentals with new and evolving topics. We hope this year's agenda will offer learning opportunities and spark curiosity for brand new risk managers and industry leaders alike.

If you have questions during the conference, please look for our staff in red vests and name tags that say "Staff." Likewise, anyone with a name tag that says "Committee" is eager to hear what you are learning and help you make the most of your conference experience. Let us know how we can support you!

Coming to the WRMC pushes all of us to turn a critical eye toward our own systems and strive for continuous improvement. It serves as a reminder of how much we still have to learn about managing risk in remote places, but should also give us confidence to step forward and share how far we've come.

Every year, it is inspiring for me to spend time with people across the outdoor industry who are tackling hard questions in the service of quality programs. I hope you will be similarly inspired, and will also make time to reflect on your learning and turn it into action when you get home. Enjoy!

Sincerely,



Katie Baum Mettenbrink
WRMC Education Committee Chair

WRMC Steering Committee

WRMC partners—NOLS, Outward Bound, and SCA—work together to plan and execute the conference each year.

Katie Baum Mettenbrink
Risk Services Manager
NOLS

Drew Leemon
Director of Risk Management
NOLS

Gabi Kilko-Jackson
WRMC Manager
NOLS

Steve Neal
Risk Management Officer
Outward Bound

Mike Moran
Associate Director of Safety
Outward Bound

Rafael Rosa
Vice President of Program Management
SCA

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.

Tenets

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.

WRMC Education Committee

This committee evaluates and selects conference educational content based on a shared risk management philosophy.

Tod Duncan
Sierra Club

Amberleigh Hammond
SCA

Catherine Hansen-Stamp
Attorney at Law

Emily Ledingham
NOLS

Steve Pace
AEE

Jay Satz
Northwest Youth Corps

Steve Smith
The Mountaineers

Jeannette Stawski
AORE

Mark T. Vermeal
Outward Bound

WRMC Education Committee Chair
Katie Baum Mettenbrink
NOLS

Important Information

Casco Bay Exhibit Hall • The Heart of the WRMC

From the opening event to closing remarks, you will want to spend your non-classroom time in the Casco Bay Exhibit Hall, which is located on the ground floor. This space is the hub of the conference, where you can mingle with exhibitors to learn about their services and products, network with peers through formal and informal channels, and re-energize with coffee and snacks.

Exhibitor Reception

Start off the WRMC with a trip around the Exhibit Hall for the chance to meet this year's exhibitors. Join us Wednesday from 5:00 p.m.–6:30 p.m. for light appetizers, prize giveaways, and more.

Job Networking

Throughout the conference, in the Exhibit Hall, a booth will be dedicated to job networking. Post job announcements, drop off your resume, or use this space to meet with potential employers and employees.

Keynote Dinner and Address

Wrap up the conference in style on Friday evening with a social cocktail hour at 5:00 p.m. followed by dinner at 6:30 p.m. Whitney Tome will deliver the keynote address, *Emotional Risk: Inclusion and Belonging in the Wilderness Experience*.

Tour of the City

On Thursday night at 7:00 p.m., join us for an unstructured walking tour of Portland's downtown district. Meet up in the hotel lobby for an evening of great food and fun. Stay with the group as long as you want or break away to discover your own city adventure.

New to the Conference?

If this is your first conference, visit with WRMC Education Committee members on opening night at their welcome table in the Exhibit Hall. Ask them questions and learn how to get the most out of your WRMC experience.

Award Ceremony

Wednesday at 6:30 p.m., grab a chair for welcoming remarks and the Reb Gregg Wilderness Risk Management Award presentation to this year's recipient, Shana Tarter.

Survey Participation

Help us improve the conference, and support the educational growth of our speakers, by participating in the online survey at the end of each day. Your opinion is highly valued, and prizes will be given away at random to survey-takers.

Jim Ratz Memorial Scholarship

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 2017 Jim Ratz Memorial scholarships!



Individual Donors:

Deb Ajango	Mike Lucas
Don Pachner	Patty Smith
Will Marling	Sam Daume

Presentation Tracks

Emergency Planning & Crisis Response
Field Practices
Legal Considerations
Program Administration
Staff Training & Decision Making

Core
Workshop

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

Pre-Conference Schedule

*Find a map of conference rooms on page 12

Tuesday, October 31, 2017	
7:00 a.m.–8:00 a.m.	Pre-Conference Check-In Registration Office <i>Board Room</i>
8:00 a.m.–5:00 p.m.	Rescue Me! Experience a Response to a Critical Incident Scenario on a Remote Maine Island Adam Shepherd, Toby Arnold, Leah McDonald <i>Offsite</i>
1:00 p.m.–5:00 p.m.	Honing Accident Analysis Skills: Classic Cases in Outdoor Pursuits Jed Williamson <i>York</i>
Tuesday–Wednesday, October 31–November 1, 2017	
7:00 a.m.–8:00 a.m.	Pre-Conference Check-In Registration Office <i>Board Room</i>
8:00 a.m.–5:00 p.m.	Building a Foundation for Understanding Inclusion Sydney Clark, Emily Ledingham <i>New Hampshire</i>
	Effective Outdoor Program Design and Management Paul Nicolazzo, Derek Prill <i>Oxford</i>
	Navigating Health, Safety, and Security Abroad Bill Frederick <i>Somerset</i>
	NOLS Risk Management Training for Administrators Dave Yacubian, Nate Ostis, Brendan Madden <i>Vermont</i>
	Wilderness First Responder Recert Gates Richards, Ben Tettlebaum <i>Massachusetts</i>
Wednesday, November 1, 2017	
7:00 a.m.–8:00 a.m.	Pre-Conference Check-In Registration Office <i>Board Room</i>
8:00 a.m.–5:00 p.m.	Communicating in Crisis: A Holistic Approach Skip King, Will Marling <i>Lincoln</i>
	Mental Health First Aid for Youth Amberleigh Hammond <i>Connecticut</i>
	Steering the Ship: Risk Management Training for Executives, Board Members, and Senior Leadership Steve Smith, Josh Cole <i>York</i>
8:00 a.m.–12:00 p.m.	And the Winner is... (?) Hot Issues, Hot Cases Catherine Hansen-Stamp, Reb Gregg <i>Rhode Island</i>
	Parent Phone Call Practice Lab Paul Dreyer <i>Kennebec</i>
1:00 p.m.–5:00 p.m.	How to Train High School Teachers to Lead International Trips Linda Leckie <i>Kennebec</i>
	Root Cause Analysis: A Technique for Incident Investigation Mark Vermeal, Mike Pigg <i>Rhode Island</i>

Conference Opening

Wednesday, November 1, 2017	
5:00 p.m.–6:00 p.m.	Conference Check-In <i>Casco Bay Exhibit Hall</i>
5:00 p.m.–6:30 p.m.	Exhibitor Reception Giveaways, Appetizers, and Cash Bar <i>Casco Bay Exhibit Hall</i>
5:00 p.m.–6:30 p.m.	New Attendee Table with WRMC Education Committee <i>Casco Bay Exhibit Hall</i>
5:00 p.m.–6:30 p.m.	Poster Session <i>Casco Bay Exhibit Hall</i>
6:30 p.m.–7:00 p.m.	Opening Remarks <i>Casco Bay Exhibit Hall</i>
7:00 p.m.–7:30 p.m.	Reb Gregg Wilderness Risk Management Award Ceremony 2017 Recipient Shana Tarter <i>Casco Bay Exhibit Hall</i>

Conference Schedule

Thursday, November 2, 2017

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>Casco Bay Exhibit Hall</i>	
	STAFF TRAINING & DECISION MAKING	FIELD PRACTICES
8:30 a.m.–10:00 a.m.	Training Your Staff to Provide Opportunities for Participant Independence Anne Peick <i>Somerset</i>	Case Studies in Wilderness Medicine Shana Tarter <i>Lincoln</i>
10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Casco Bay Exhibit Hall</i>	
10:30 a.m.–12:00 p.m.	The Checklist Manifesto and Beyond for Outdoor Programs Al Wright <i>Lincoln</i>	Managing Behavioral Crisis in the Remote Setting Laura McGladrey, Will Marling <i>Vermont</i>
12:00 p.m.–1:30 p.m.	Meal Plan Lunch <i>Casco Bay Exhibit Hall</i>	
1:30 p.m.–2:30 p.m.	Emotionally Invested Risk Managers Casey Montandon <i>Lincoln</i>	Strengthening Your Culture of Safety Through Onsite Safety Briefings Caroline Dunn, Gitte Venick <i>Somerset</i>
2:30 p.m.–3:00 p.m.	Exhibitor Showcase and Break <i>Casco Bay Exhibit Hall</i>	
3:00 p.m.–4:30 p.m.	Leading Beyond Invincibility, Group-Think, Stupidity, and Other Catastrophic Attitudes Lester Zook <i>Lincoln</i>	Throwing Ropes on a River: Tool or Liability? Nate Ostis <i>New Hampshire</i>
4:45 p.m.–6:15 p.m.	Structured Networking <i>Casco Bay Exhibit Hall</i>	
7:00 p.m.	Portland Tour and Night Out <i>Lobby</i>	

Friday, November 3, 2017

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>Casco Bay Exhibit Hall</i>	
8:30 a.m.–10:00 a.m.	Training Simulations: Principles for Effective Learning Katie Nelson, Kim Glodek <i>Lincoln</i>	Continuing the Conversation: A Plenary and Panel Discussion on Gender Questions Paul Dreyer, Elyse Rylander, Zander McRae <i>Vermont</i>
10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Casco Bay Exhibit Hall</i>	
10:30 a.m.–12:00 p.m.	Creating a Culture of Practice Jose Gonzalez <i>Lincoln</i>	The Foreign and Familiar: International Programming as a Benefit for Wilderness Programs Tim Hare, Todd Duncan <i>Rhode Island</i>
12:00 p.m.–1:30 p.m.	Meal Plan Lunch <i>Casco Bay Exhibit Hall</i>	
1:30 p.m.–3:00 p.m.	Training to Failure and Other Unlikely and Highly Effective Training Strategies Jeff Jackson <i>Rhode Island</i>	The Assessment and Management of Spine and Spinal Cord Injuries in the Field: Where We Started, Where We Are Now, and Why Paul Nicolazzo <i>Lincoln</i>
3:00 p.m.–3:30 p.m.	Exhibitor Showcase and Break <i>Casco Bay Exhibit Hall</i>	
	SHORT TALK SERIES <i>Casco Bay Exhibit Hall</i>	
3:30 p.m.–5:00 p.m.	Online Tools to Enhance Instructor Training Ryan Jaret What Did I Get Myself Into? Understanding Cultural Barriers to Making Public Lands and Outdoor Recreation More Inclusive Reth Duir Student Applications and Interviews: Managing Risk Before Your Expedition Colby Smith How Remote Communications Aid in Self-Rescue, SAR Protocol, and Resource Deployment Brett Wagenheim	
5:00 p.m.–7:30 p.m.	Social Hour and Keynote Dinner <i>State of Maine Ballroom</i>	
7:30 p.m.–9:00 p.m.	Keynote Address and Closing Remarks <i>State of Maine Ballroom</i> Emotional Risk: Inclusion and Belonging in the Wilderness Experience Whitney Tome	

Conference Schedule

LEGAL CONSIDERATIONS	PROGRAM ADMINISTRATION	EMERGENCY PLANNING & CRISIS RESPONSE
Top 10 General Dos and Don'ts to Avoid Liabilities Tracey Knutson <i>Vermont</i>	What Do Inclusion and Diversity Have to do with Risk Management? Steve Smith, Ava Holliday <i>Rhode Island</i>	Crisis Management: A Preplan in Action Drew Leemon <i>New Hampshire</i>
Lessons for Handling Sexual-Related Incidents: Exploring the Legal, Operational, and Administrative Challenges Doug Stevens, Dave Dennis, Traci McKee <i>Somerset</i>	Offering Perspective: Industry Standards and Practices: What Does this Mean for Your Program? Steve Pace, Drew Leemon, Catherine Hansen-Stamp <i>Rhode Island</i>	How To Feed Alligators: Ten Things You Need to Know About Communicating in a Crisis Skip King <i>New Hampshire</i>
Incident Management from a Litigator's Perspective: Facts, Honesty, and Compassion as Lawsuit Avoidance Techniques Leah Corrigan <i>Vermont</i>	Getting Your Board on Board with Safety and Risk Management Mark Vermeal, Ginger Mihalik <i>Rhode Island</i>	Blindspot: Near Miss Trauma Brendan Madden <i>New Hampshire</i>
Protecting Your Program with Paper Reb Gregg <i>Vermont</i>	Screening Participants for International Programs Bill Frederick <i>Rhode Island</i>	Interagency Incident Response: SAR Case Studies and Paddlecraft Safety Lieutenant Dan White, Lieutenant Commander Scott Pierce, Portland Fire Department <i>Somerset</i>
Hotkiss Update: Where Are We Now, What's Next? Frances Mock, Catherine Hansen-Stamp <i>Rhode Island</i>	Creating a Comprehensive Risk Management Database Kathleen Floberg, Mark Bixby <i>Somerset</i>	Crisis Management: The Traumatic Aftermath Will Marling <i>New Hampshire</i>
Screening for Mental Health: Medical Legal Considerations Ann McCollum, Laura McGladrey <i>Vermont</i>	Dechjta Nezo Gots'udí (Living on the Land in a Good Way): Decolonization, Indigenous Knowledges, and Risk Management Planning Jess Dunkin, Walter Bezha <i>Somerset (LIVE VIDEO)</i>	Lessons from the Lava Mountain Fire: Planning, Communications, Evacuation, and Post-Crisis Matthew Cook <i>New Hampshire</i>
Big Decisions in the Field (and Their Legal Implications): Part II Leslie Arutunian, Reb Gregg <i>New Hampshire</i>	Injury in the Wild: Understanding and Preventing Outdoor Education Injury Incidents Clare Dallat, Paul Salmon <i>Vermont</i>	Incident Response: The Aftermath of Infectious Disease Exposure Caroline Nassif, Rita Galdos <i>Somerset</i>
Have You Got it Covered? Insurance 101 with Exposure Scenarios that Could Lead to Catastrophic Organizational and Financial Loss Steve Neal, Sam Daume <i>York</i>	Now What? Bringing the WRMC Back to Your Organization Alex Kosseff, Andy Leider <i>Somerset</i>	Practicing Your Worst Nightmare: A Realistic Emergency Response Exercise Gretchen Osther <i>Lincoln</i>

PRE-CONFERENCE WORKSHOPS

Tuesday–Wednesday, October 31–November 1, two days

8:00 a.m.–5:00 p.m.

Building a Foundation for Understanding Inclusion

Sydney Clark, Emily Ledingham

New Hampshire

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

Paul Nicolazzo, Derek Prill

Oxford

This workshop will examine the complex relationships surrounding outdoor program design and management from the field instructor, staff trainer, and program administration perspectives using PowerPoint, interactive whiteboard lecture, video, and small group activities. It is guaranteed to have a positive impact on how you administer and deliver your programs and courses, and train your staff. Tuition includes our Effective Outdoor Program Design and Management textbook and workshop small group exercise manual (sent as PDF file prior to conference). The workshop is particularly useful to new programs, new program administrators and program directors, and to those reevaluating an existing outdoor program.

Navigating Health, Safety, and Security Abroad

Bill Frederick

Somerset

What do international trip leaders need to be able to do and what skills, understanding, and information access do they need? This training will look at the international hazard landscape and the risk management strategies available. It includes data, standards, best practices, information acquisition and vetting strategies, cross cultural implications for safety, and emergency response. Format consists of small group work on scenarios interspersed with content lectures. Participants will receive readings packet prior to the training.

NOLS Risk Management Training for Administrators

David Yacubian, Nate Ostis, Brendan Madden

Vermont

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, Ben Tettlebaum

Massachusetts

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.

Tuesday, October 31, full day

8:00 a.m.–5:00 p.m.

Rescue Me! Experience a Response to a Critical Incident Scenario on a Remote Maine Island

Adam Shepherd, Toby Arnold, Leah McDonald

Offsite

Will your crisis response plan hold up in the event of an emergency? Don't wait until one occurs to find out! Join Rippleffect for a pre-conference event out on their Cow Island basecamp and in Casco Bay as they test their emergency response plan in a simulated critical incident. Attendees will be active observers to a scenario that will test Rippleffect, the U.S. Coast Guard, and other regional agencies' emergency response plans. Participants will be positioned to observe all aspects: field response, coordinated emergency services, administrative response, post incident protocols and an incident/scenario debrief. During the debrief attendees will be invited to share their thoughts on the effectiveness of Rippleffect's response as well as engage in a facilitated discussion on topics relating to the day.

Tuesday, October 31, half day

1:00 p.m.–5:00 p.m.

Honing Accident Analysis Skills: Classic Cases in Outdoor Pursuits

Jed Williamson

York

Through reviewing real accident reports from high school, college, camp, and outdoor programs, those attending will hone

skills in how to analyze causes and prepare for possible next steps, which usually include talking to parents/guardians, peers, administrators, and possibly lawyers. Come prepared to participate.

Wednesday, November 1, full day

8:00 a.m.–5:00 p.m.

Communicating in Crisis: A Holistic Approach

Skip King, Will Marling

Lincoln

It's going to be a big story. Does your organization know what to say to victims and survivors of a traumatic incident, and how to respond to their emotional needs? Meantime, the public and reporters are clamoring for details. But how do you answer their questions consistently, while remaining respectful of family privacy and the public's right to know? This session provides skills-based protocols for understanding victim language and culture after a critical incident—and tools to use with public communications efforts.

Mental Health First Aid for Youth

Amberleigh Hammond

Connecticut

This course is designed to teach participants how to help adolescents experiencing mental health or addiction challenges. The instructors will introduce common mental health challenges for youth, review typical adolescent development, and teach a 5-step action plan for how to help young people in both crisis and non-crisis situations. Topics will include anxiety, depression, substance use, disorders in which psychosis may occur, disruptive behavior disorders (including AD/HD), and eating disorders. Participants do not learn to diagnose, nor how to provide any therapy or counseling, but rather how to support a youth developing signs and symptoms of a mental illness or in an emotional crisis by applying a core 5-step action plan.

Steering the Ship: Risk Management Training for Executives, Board Members, and Senior Leadership

Steve Smith, Joshua Cole

York

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, November 1, half day

8:00 a.m.–12:00 p.m.

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

Catherine Hansen-Stamp, Reb Gregg

Rhode Island

In this interactive session, Cathy and Reb will ask attendees to consider several 2016-17 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; who can release whom for what; when what you say hurts you; the relevance of standards, practices, or laws; and other issues.

Parent Phone Call Practice Lab

Paul Dreyer

Kennebec

Test your conflict communication skills in this interactive parent phone call lab. Prepare for and practice 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, November 1, half day

1:00 p.m.–5:00 p.m.

How to Train High School Teachers to Lead International Trips

Linda Leckie

Kennebec

This practical, hands on, and highly interactive workshop follows the training guidelines set out in the CAIS Effective Practices for Off-Site Activities (2014) document. Training will approach risk management from the staff leader perspective. We will explore, through discussion, small group activities, case studies and scenarios in the following four areas as they relate to leading trips with custodial groups: Prevention, Planning and Preparation, Trip Management, Review and Evaluation.

Root Cause Analysis: A Technique for Incident Investigation

Mark Vermeal, Mike Pigg

Rhode Island

Root Cause Analysis (RCA) is a structured process designed to help identify not only what and how an event occurred, but also why it happened. The RCA process enables investigators to identify and address the origin of a problem (the “root cause”) as opposed to just symptoms of the problem. Only when investigators are able to determine why an incident occurred will they be able to specify corrective measures that prevent similar future incidents.

Poster Session

Wednesday, November 1

5:00 p.m.–6:30 p.m.

Casco Bay Exhibit Hall

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

New Answering a Rapidly Growing Organization's Top 5 Risk Management Questions

Adam Shepherd, Toby Arnold, Leah McDonald

Tackling big questions about your organization's risk management strategies and policies? Join Rippleffect for a presentation on their process of answering their top 5 risk management questions as it relates to the rapid growth the organization is experiencing: 1) Is your insurance broker the right one for where your program is today...tomorrow? 2) How do you develop and structure an effective Risk Management Committee? 3) Pursuing AEE certification? Where do you begin? 4) Would your organization's crisis response protocol hold up in the event of an emergency? 5) What are the relationships we need to have with local emergency services and resources? Learn from Rippleffect's experience—both what has worked and what hasn't as they have gone through an organizational risk management overhaul.

New Antibiotic Resistant Staph Infections/MRSA

Anna Johnson

Antibiotic resistant infections are not new to the outdoor industry, but their growing prevalence worldwide combined with the difficulty of field diagnosis and rapid onset of potentially life threatening symptoms makes understanding them that much more important in our remote environments. This poster addresses some basics in prevention, recognition, treatment from published medical journals, as well as case studies and field/administrative strategies developed by Global Expeditions Group.

New Collaborative Risk Management: How a Park Agency and Contracted Recreation Providers Facilitate Adaptive Recreation and Risk Management

Marcy Marchello, Karen Foster, Brenda Davies

Learn about the benefits of a collaborative risk management model being used by the Massachusetts Department of Conservation and Recreation's Universal Access Program and two contracted recreation providers, All Out Adventures and Stavros Outdoor Access. Together they provide adaptive hiking, paddling, and outdoor winter programs in Massachusetts State Parks. Since attending the WRMC in 2011, these 3 entities have fortified their risk management with a unified approach, resulting in a stronger foundation for navigating the unexpected and managing risk.

New Insuring Outdoor Operations Outside the U.S.

Dan Pachner

Operations outside of the U.S. present special considerations due to foreign systems of legal responsibility and limitations of many domestic U.S. insurance policies. This poster will explain risk management practices and procedures and exposures unique to foreign operations of outdoor organizations to manage and minimize the exposure to legal liability claims.

New Managing Risk Through Participant Engagement

Sara Stinnette, Quinn Banning-Arndt

A practical way to prioritize safety and successfully implement risk management protocols is to engage participants as active risk managers through pre-program education, on-program instruction, and post-program follow up. Our poster will depict real-world ways to implement an engaging risk management strategy. Attendees will walk away with ideas on how to use these strategies within their own organizations to empower their participants to take an active role in risk management.

New Positive Behavior Supports in Experiential Settings

Brett Billings

Outdoor educators in non-therapeutic settings often concern themselves more with confronting the negative behaviors of clients than promoting clients' positive behaviors. Positive behavior interventions and supports is one system that has proven efficacious in school settings for teaching social and emotional skills and has shown promising results in expedition settings.

New Pre and Post Course Briefing as a Tool in Your Risk Management System

Josh Firmin

A robust risk management system is the combination of many different components and practices, from staff training to emergency response protocols. Pre and post course briefings between field staff and supervisors are simple tools that organizations can apply as part of their course flow to enhance risk management systems. This presentation will cover the basic components of pre and post course briefings and discuss simple and effective implementation strategies.

New Working with Independent Contractors

Brett Christensen

When it comes to independent contractors, there are many important factors to consider. These include what it means to work with an independent contractor, the risks involved, how to select and vet an independent contractor, and how to maintain a positive relationship with that contractor with respect to risk management. We will review our organization's approach and experience with this task.

Structured Networking

Thursday, November 2

4:45 p.m.–6:15 p.m.

Casco Bay Exhibit Hall

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 time-frame. 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, November 3

Following Keynote dinner

Emotional Risk: Inclusion and Belonging in the Wilderness Experience

Whitney Tome

State of Maine Ballroom

In the conservation movement, we fight for land, wildlife, air and water, both for their intrinsic value and so that all people may safely and responsibly use and enjoy these things. Yet, all people are not engaged in the fight or in the experience of enjoying natural wonders we fight to protect. As the diversity of the American population is increasing, engagement of people of color in our movement is not keeping pace. Over 48.4% of Americans engaged in some outdoor recreation in 2015, yet 74% of those participants were white. If by 2042 more people of color aren't engaged in the love and exploration of nature, we will miss the opportunity to do our best work and to have the impact and reach we desperately need.

While getting participation numbers up is part of the battle and key to our success as a movement, the major hurdles are the readiness of organizations to include people of color and appropriately address the emotional risk that they face in exploring the wilderness. The wilderness is as eye opening an experience for people of color as for anyone else, but they are too often alone in navigating the dominant culture and perception of them as outsiders. This keynote will unpack the complexities of these emotional risks, and how people and organizations can prepare and address them going forward.

WRMC

Wilderness Risk Management Conference

During the WRMC

1 JOIN THE WRMC COMMUNITY

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

2 LEARN FROM PEERS

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

3 ATTEND CORE WORKSHOPS

"Core" workshops provide fundamental material and are highly recommended for new participants.

4 CAPTURE ACTION STEPS

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

5 ASK QUESTIONS

Please ask questions of WRMC staff, and members of the steering and education committees. We are here to help you! Look for identifying ribbons on name tags.

After the WRMC

1 PROVIDE FEEDBACK

Provide feedback so we can improve the WRMC in the future—online surveys will be distributed each day of the conference.

2 MAKE A PRIORITIZED PLAN

Synthesize the action steps into your own 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.

3 BOOKMARK THE WRMC RESOURCE CENTER

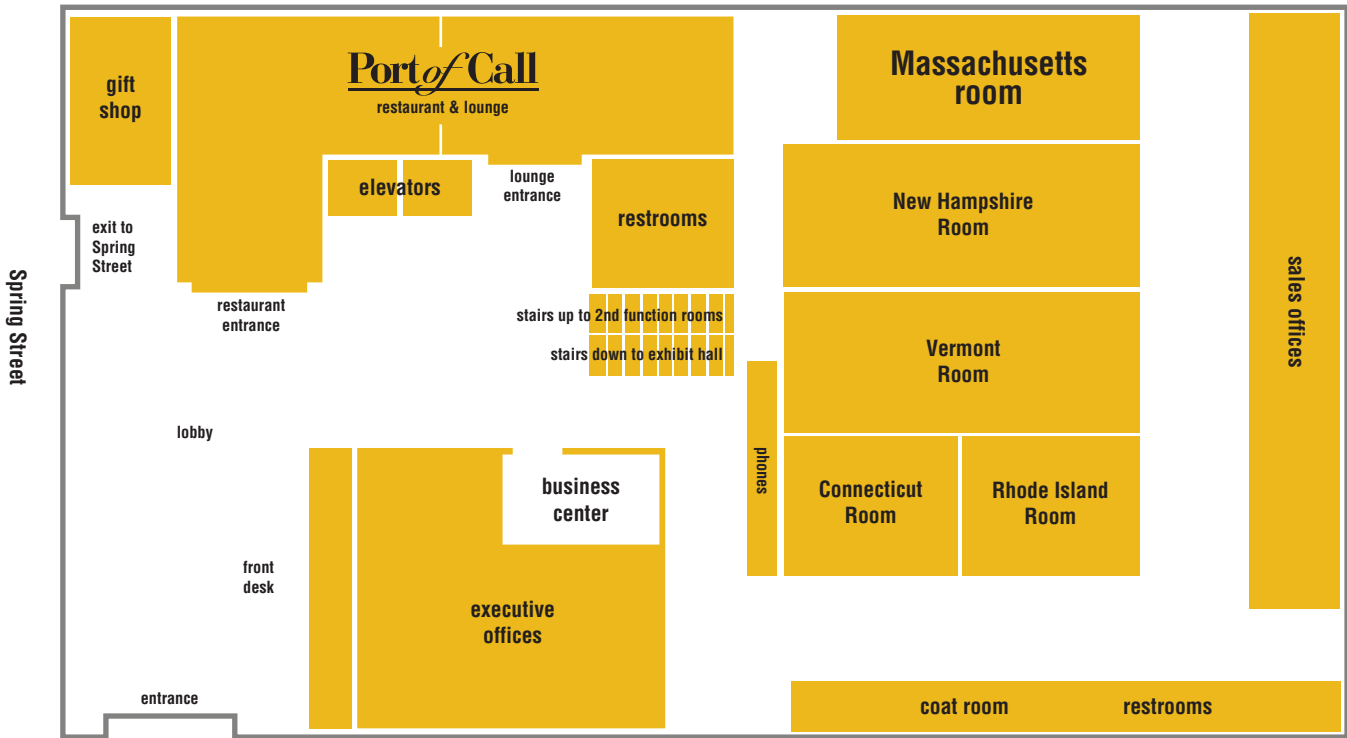
Visit the WRMC Resource Center online for workshop outlines, videos, and attendee list.

4 CONSIDER PRESENTING NEXT YEAR

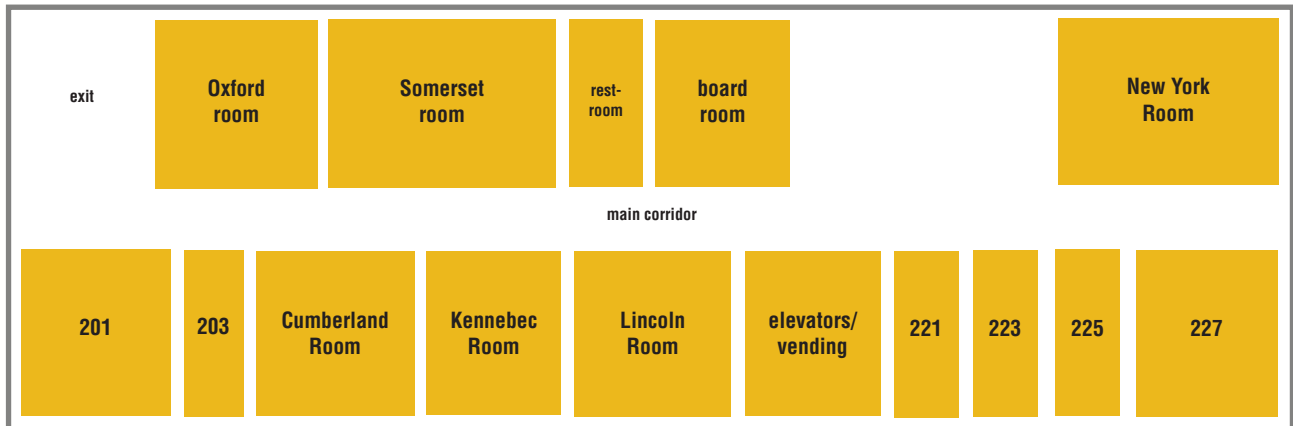
Have an idea for a workshop? Look for our call for proposals in January. New speakers add value to the conference!

Holiday Inn By the Bay Hotel Floor Plan

LOBBY & CONVENTION HALL LEVEL



2ND FLOOR CASCO BAY FUNCTION ROOMS



CASCO BAY EXHIBIT HALL LOCATED ON LOWER LEVEL.

GENDER NEUTRAL RESTROOMS IN CASCO BAY EXHIBIT HALL AND NEXT TO SALES OFFICE ON LOBBY LEVEL.

WORKSHOP DESCRIPTIONS

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

Emergency Planning & Crisis Response

Thursday, November 2

Core Workshop Crisis Management: A Preplan in Action

8:30 a.m.–10:00 a.m.

Drew Leemon

New Hampshire

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 presenter's 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.

Core Workshop How To Feed Alligators: Ten Things You Need to Know About Communicating in a Crisis

10:30 a.m.–12:00 p.m.

Skip King

New Hampshire

When the news is bad, it seems like you're in the swamp—and the residents are ill-tempered and hungry. But if we understand what reporters and social media audiences really want to know, we're in a better position to provide it. Further, if we understand how and why they behave the way they do, we can actually gain the upper hand. In this session, you'll gain key understanding of both conventional and social media best practices in crisis situations, and learn how to plan for successful swamp navigation.

Blindspot: Near Miss Trauma

1:30 p.m.–2:30 p.m.

Brendan Madden

New Hampshire

A cultural blindspot in our industry is the "Near-Critical Incident:" a category of serious near-miss where staff or participant(s) come close to a fatal accident. Experience has shown that these incidents can be traumatic for those involved, yet, because no serious incident occurred, there is often little support offered. This presentation will attempt to address that void by showing techniques for identifying the near-critical incident, structuring an effective debrief, and providing guidance for longer term healing and support.

New Interagency Incident Response: SAR Case Studies and Paddlecraft Safety

3:00 p.m.–4:30 p.m.

LCDR Scott Pierce, U.S. Coast Guard

LT Dan White, Maine Marine Patrol

Portland Fire Department

Somerset

How does your organization interact with other stakeholders during Search and Rescue (SAR), critical incidents, or disaster response? This session will explore the importance of developing interagency relationships, preparing for potential responses, and response actions and capabilities during actual incidents. U.S. Coast Guard Sector Northern New England will provide paddlecraft SAR case studies from the coast of Maine to help facilitate this discussion and further demonstrate how Northern New England Agencies work together to accomplish the mission at hand. In addition, the case studies will provide a greater awareness to paddle sport safety, including education on assessing risks, envisioning the consequences, and being properly prepared for what can and sometimes does go wrong while on the water as well as paddlecraft case prosecution. A representative from Federal, State, and local agencies will present their perspective and provide insight on how each branch works together to achieve one common goal, safely assisting a mariner in distress.

Friday, November 3

Core Workshop Crisis Management: The Traumatic Aftermath

8:30 a.m.–10:00 a.m.

Will Marling

New Hampshire

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.

New Lessons from the Lava Mountain Fire: Planning, Communications, Evacuation, and Post-Crisis

10:30 a.m.–12:00 p.m.

Matthew Cook

New Hampshire

This presentation will offer a step-by-step look at the preparation and execution of an evacuation of 250 people, their gear, and 60 horses from Teton Valley Ranch Camp in the summer

of 2016. The Lava Mountain Fire burned over 14,000 acres in Fremont County, Wyoming in approximately two weeks, and forced the evacuation of hundreds of local residents, including our residential summer camp. Take-aways from this session include practical advice in creating your own rock solid plans.

New Incident Response: The Aftermath of Infectious Disease Exposure

1:30 p.m.–3:00 p.m.

Caroline Nassif, Rita Galdos

Somerset

In the fall of 2016, Earthwatch received a call informing us that one of our participants had fallen ill with Hepatitis A. In this case study, we will focus on describing the events that followed this call, and how we handled a potential contagion. We will share with the audience the steps we took in managing this potentially damaging event, and what your organization should consider putting in place to better handle a similar situation.

Practicing Your Worst Nightmare: A Realistic Emergency Response Exercise

3:30 p.m.–5:00 p.m.

Gretchen Ostherr

Lincoln

This session will use a realistic scenario of a serious incident in a frontcountry outdoor program to help identify operational concerns and practice key skills at different phases of incident response. Participants will examine the organizational resources and field response needed at each phase. After each phase of the crisis unfolds, key operational and some legal considerations will be reviewed. Attendees will leave with a hands-on training activity that can be adapted and replicated in their own programs to train field leaders in incident response.

Field Practices

Thursday, November 2

Core Workshop Case Studies in Wilderness Medicine

8:30 a.m.–10:00 a.m.

Shana Tarter

Lincoln

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.

Managing Behavioral Crisis in the Remote Setting

10:30 a.m.–12:00 p.m.

Laura McGladrey, Will Marling

Vermont

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 Strengthening Your Culture of Safety Through Onsite Safety Briefings

1:30 p.m.–2:30 p.m.

Caroline Dunn, Gitte Venicx

Somerset

Risk management and preparation are only effective if there is follow-through in the field and buy-in from participants. On-site safety briefings are critical to a robust culture of safety, and they must be timely, relevant, and accessible. Effective briefings set realistic expectations, empower participants, are proactive, and consider the culture and environment you are in, as well as that of your audience. Come learn how to make this an effective tool, and practice!

New Throwing Ropes on a River: Tool or Liability?

3:00 p.m.–4:30 p.m.

Nate Ostis

New Hampshire

Most boaters carry throwbags. Many boaters don't realize how dangerous they are and what to watch out for. When it comes to shopping for gear, we're not all that different than bears—we're attracted to shiny bells and whistles. When manufacturers are faced with the task of creating next year's line of throw bags they often just add unnecessary features simply to catch our eye. The problem with many of these is they add unnecessary risk of entrapment. Join this session for developing a new lens through which to look at the river and how to dial in one of your most critical rescue tools. There is a high probability that modifying throw bags is a good next step for your organization. We're going to look at several ways to achieve this as well as drills for developing high levels of proficiency in throwing them. This will be a hands-on and active session.

Friday, November 3

New Continuing the Conversation: A Plenary and Panel Discussion on Gender Questions

8:30 a.m.–10:00 a.m.

Paul Dreyer, Elyse Rylander, Zander McRae

Vermont

Schools, camps, outfitters, and others throughout the adventure programming industry are having great conversations about equity and risk management around the LGBTQ communities. Often, these conversations lead organizations to more questions and uncertainty. In this session, our panel will strive to answer your questions. Based on years of deep and diverse experience, our panel will provide their thoughts on

evolving industry practices. Panel members will also facilitate small group breakout sessions as needed.

New **The Foreign and Familiar: International Programming as a Benefit for Wilderness Programs Education and Safety Management**

10:30 a.m.–12:00 p.m.

Tim Hare, Todd Duncan

Rhode Island

This presentation will describe how the unique and varied complexities and realities of operating internationally offer good instructive lessons for informing more effective wilderness programs, and better managing the associated risks. We will explore specific transferable lessons to better understand how strengths in international programming instruct similar improvements and outcomes for wilderness trips and wilderness risk. By focusing on some unique components of international programming, participants will gain new perspectives, tools, and strategies for managing risk on all programs.

New **The Assessment and Management of Spine and Spinal Cord Injuries in the Field: Where We Started, Where We are Now, and Why**

1:30 p.m.–3:00 p.m.

Paul Nicolazzo

Lincoln

Management guidelines for pre-hospital spine and spinal cord injuries have undergone drastic changes over the past few years... and the ground still remains somewhat unsettled. This presentation looks briefly at the history preceding the changes, where we are now, and why. It addresses the apparent assessment and treatment inconsistencies between many urban EMS agencies—some from neighboring counties—as well as those between Wilderness Medicine schools. You'll leave the presentation with a good understanding of the range of current guidelines and enough information to decide where you and your program stand.

Legal Considerations

Thursday, November 2

Top 10 General Dos and Don'ts to Avoid Liabilities

8:30 a.m.–10:00 a.m.

Tracey Knutson

Vermont

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, poor paper work practices, 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) issues related to insurance companies and what happens during litigation 8) the fact that individual guides are being sued much more commonly 9) screening clients on activities and matching risks to clients, and 10) regional and local standards and the operator's awareness of same.

New **Lessons for Handling Sexual-Related Incidents: Exploring the Legal, Operational, and Administrative Challenges**

10:30 a.m.–12:00 p.m.

Doug Stevens, Dave Dennis, Traci McKee

Somerset

As incidents of sexual misconduct involving minors become more prevalent, it is imperative for organizations to understand the legal and operational challenges this presents. This is a unique opportunity to discuss factual scenarios modeled after sexual-related incidents involving minors. We will cover incidents between students and those involving adults employed by the program or its contractor. Participants will discuss various strategies for an organizational response, including investigating the incidents in the field and handling post-trip issues with the student's family, the contractor, program employees, and the authorities. We will also explore the obligations imposed on Mandatory Reporters, and the impact varying legal and Agency requirements may have on operational decisions. Finally, we will discuss proactive measures to avoid future incidents and minimize their negative impact. This is a unique opportunity to discuss two valuable case studies modeled after sexual-related incidents during an international trip. One involved a contractor's employee and the other involved the program's international staff. Participants will discuss various strategies for investigating the incidents in the field and handling post-trip issues with the student's family, the contractor, program employees, and the authorities. We will also discuss proactive measures to avoid future incidents and minimize their negative impact.

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

1:30 p.m.–2:30 p.m.

Leah Corrigan

Vermont

What drives a person's decision to file a lawsuit? Often, the decision is driven largely by emotional factors. Clients who felt under-informed, misinformed, disrespected, or mistreated are much more likely to sue in the event of an incident. 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.

New **Protecting Your Program with Paper**

3:00 p.m.–4:30 p.m.

Reb Gregg

Vermont

We will discuss how a quality program uses internal records—

including practices and policies, incident reports, and evaluations—and agreements with participants and other service providers—including strategic descriptions of activities, acknowledgment and assumption of inherent and other risks, releases and indemnities—to manage its risks of legal liability.

Friday, November 3

Hotchkiss Update: Where are We Now, What's Next?

8:30 a.m.–10:00 a.m.

Frances Mock, Catherine Hansen-Stamp
Rhode Island

In 2013, a jury awarded \$41.7 million to a minor for an alleged case of tick borne encephalitis (TBE) contracted on a school trip to China. The federal court found the school had a duty to warn about the risk of tick bites and protect the student even though she was the first U.S. traveler to contract TBE in China—a duty to warn of a risk that was literally unprecedented and unforeseen. The case has a complex legal history and is still on appeal. This presentation is an update on the facts, the recent court rulings, what happens next, and what programs should do in response.

New Screening for Mental Health: Medical Legal Considerations

10:30 a.m.–12:00 p.m.

Ann McCollum, Laura McGladrey
Vermont

Obtaining, storing and utilizing mental health information found in medical screenings can provide legal, ethical, and programmatic complexity. This workshop is designed to explore the legal aspects of medical screening and decision making, as well as addressing the complexities of privacy and use of the information. Emphasis will be placed on sensitive questions and how to ask them. There will be opportunity for information sharing and ample time for questions.

Big Decisions in the Field (and Their Legal Implications) - Part II

1:30 p.m.–3:00 p.m.

Leslie Arutunian, Reb Gregg
New Hampshire

An inebriated student walks across hot coals; an instructor checks himself into a Zambian psychiatric hospital as participants are flying to his course; a student's brain swells after a mosquito bite and quality care requires a perilous 9,000-foot altitude gain from the Amazon to Cuzco; and students get close and personal with a puma in Costa Rica. Not a typical day at the office, granted, but an opportunity for important learning nevertheless. Join our discussion of industry challenges faced in recent years by Wildlands Studies, a program instructing backcountry undergraduate courses worldwide focused on wildlife habitat, conservation, environmental impact, and stewardship.

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

3:30 p.m.–5:00 p.m.

Steve Neal, Sam Daume
York

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.

Program Administration

Thursday, November 2

New What Does Inclusion and Diversity have to do with Risk Management?

8:30 a.m.–10:00 a.m.

Steve Smith, Ava Holliday
Rhode Island

Risk Management and Inclusion consultants delve into the concept of integrative risk management: breaking down silos and merging risk management systems with organizational values and inclusion efforts.

New Offering Perspective: Industry Standards and Practices: What Does this Mean for Your Program?

10:30 a.m.–12:00 p.m.

Steve Pace, Drew Leemon, Catherine Hansen-Stamp
Rhode Island

It is common within our profession to refer to industry “standards.” What are industry standards? What effect do standards have on an organization's operation—legally or otherwise? What is the significance of a program that's accredited or an instructor that's certified? How does one know if their organization has adopted practices that are effective and defensible? This workshop will dig into the world of standards and how it is relevant to your program.

New Getting Your Board on Board with Safety and Risk Management

1:30 p.m.–2:30 p.m.

Mark Vermeal, Ginger Mihalik
Rhode Island

“My Board says that safety is our number one priority, but they don't have a clue about safety management.” Does this sound familiar? The Boards of not-for-profit organizations have a key role in governance and oversight of safety management. Is your Board competently filling this role? This presentation will focus on developing a culture of safety at the Board level, and the skills and tools for them to effectively execute their safety governance and oversight role. We will discuss and provide useful examples of topics like: metrics (such as incident data, internal reviews, progress towards annual goals) that a Board can use to evaluate safety performance, and the composition of a Safety or Risk Management Committee.

New Screening Participants for International Programs

3:00 p.m.–4:30 p.m.

Bill Frederick

Rhode Island

Most international programs struggle with managing participant pre-existing conditions under circumstances where there is a scarcity of resources and where evacuating the participant is neither simple nor easy. This session will survey pertinent legal statutes and their applicability. We'll also review a number of variables specific to international destinations and international participants. Brief content presentations will be interspersed with small group screening scenarios as we build a matrix for a comprehensive screening strategy for international programs.

Friday, November 3

New Creating a Comprehensive Risk Management Database

8:30 a.m.–10:00 a.m.

Kathleen Floberg, Mark Bixby

Somerset

This presentation will give your organization ideas for how to move from “that sounds like a good risk management decision” to “this is a good risk management decision because it's supported by years of data analysis.” Camp Widjiwagan has tracked incident and near miss data for 17 years. These data have been used to strengthen and guide its programming through a combination of data analysis and Committee review.

New Dechjta Nezo 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

Somerset (LIVE VIDEO)

This presentation explores the development of a community-based and cross-cultural risk management plan, a collaboration between the ehdzó Got'ín Gots' Nákedí (Sahtú Renewable Resources Board) and the NWT Recreation and Parks Association in the Sahtú region of the Northwest Territories. Reflections on the development, implementation, and revision of the plan, titled Dechjta Nezo Gots'udí (Living on the Land in a Good Way), sheds light on the possibilities of decolonizing methodologies in cross-cultural risk management planning.

New Injury in the Wild: Understanding and Preventing Outdoor Education Injury Incidents

1:30 p.m.–3:00 p.m.

Clare Dallat, Paul Salmon

Vermont

This three part workshop covers everything from injury incident analysis, the causes of injury incidents and risk assessment, to developing incident prevention strategies. Participants will learn about how using a comprehensive systemic approach to risk

assessment and incident reporting and analysis can better reduce risk and enhance safety during outdoor education programs. Participants at any stage of their profession will find something interesting and valuable in this session, whether they are just learning their trade, responsible for designing and delivering programs, or involved with risk management operations.

Now What? Bringing the WRMC Back to Your Organization

3:30 p.m.–5:00 p.m.

Alex Kosseff, Andy Leider

Somerset

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, November 2

New Training Your Staff to Provide Opportunities for Participant Independence

8:30 a.m.–10:00 a.m.

Anne Peick

Somerset

This workshop will focus on considerations for training staff to provide opportunities for participant independence. Participant independence can come in many forms: taking charge of navigation for the day, facilitating group decision-making, planning an activity, lead climbing, or independent student travel. When done well, these opportunities enrich the participant experience and provide for impactful and lasting learning. Staff must be prepared to provide these opportunities in a way that manages risk appropriately. This, in turn, requires appropriate training so that staff can recognize opportunities for independence, assess the readiness of participants for those opportunities, and implement activities intentionally.

The Checklist Manifesto and Beyond for Outdoor Programs

10:30 a.m.–12:00 p.m.

Al Wright

Lincoln

Dr. Atul Gawande's *The Checklist Manifesto* book was a best-seller. He brought the concept of research based protocols combined with “checklists” to surgical practice. Implementation of checklists had a dramatic decrease in surgical complications and death rates. Explore the application of Gawande's principles to operational issues in adventure activities. The “Beyond” will explore aviation's use of CRM—Crew Resource Management—as an additional training model for lowering the frequency of accidents.

New Emotionally Invested Risk Managers

1:30 p.m.–2:30 p.m.

Casey Montandon

Lincoln

Those of us who have been in significant incidents know that the aftermath can be devastating. This experience helps us understand the real life implications of what we do in the field, but we can agree we would never want our staff to experience trauma or loss of life. So, how do we create emotional investment in the safety of our students among our less experienced staff? How do we go beyond educational information about risk management and risk tolerance to create emotional buy-in. By exposing staff to emotionally charged events in training, we can create a level of authentic care and sense of personal responsibility. We'll explore ways to foster this type of investment during training in order to reduce the likelihood of incidents in the field.

Core Workshop Leading Beyond Invincibility, Group-Think, Stupidity, and Other Catastrophic Attitudes

3:00 p.m.–4:30 p.m.

Lester Zook

Lincoln

This session will unpack some psycho-social dynamics at work in several dangerous attitudes, and then explore leadership (preparation and management) strategies to address them. Participants will consider actual cases, and will also personally reflect on their own leadership histories and practice—approaches that can then be carried into staff training for adventure organizations. The ultimate goal is to develop leaders who are more aware of the dynamics of dangerous attitudes (in themselves and their clients), and better prepared to mitigate them before they cause a disaster.

Friday, November 3

New Training Simulations: Principles for Effective Learning

8:30 a.m.–10:00 a.m.

Katie Nelson, Kim Glodek

Lincoln

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 tested 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 Creating a Culture of Practice

10:30 a.m.–12:00 p.m.

Jose Gonzalez

Lincoln

From practicing your verbal SOAP note to your kayak rescue technique, creating a culture of practice is crucial to improve your organization. In this workshop, we will explore Doug

Lemov's book *Practice Perfect* and its relationship to managing risk. Instructors and risk managers will shift their mindset on practicing scenarios, crisis role playing, and technical skills. How “deliberately engineered and designed practice” can revolutionize day to day activities, bringing them to the next level of excellence.

Core Workshop Training to Failure and Other Unlikely and Highly Effective Training Strategies

1:30 p.m.–3:00 p.m.

Jeff Jackson

Rhode Island

The realities of accelerated timelines and compressed training requires turning traditional staff training on its head. A focus on non-normal, training to failure, testing and sensemaking are 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 PhD research and application of industrial safety theory and findings. It has warranted top reviews at past conferences.

Short Talk Series

New Friday, November 3

3:30 p.m.–5:00 p.m.

Casco Bay Exhibit Hall

The following 20-minute presentations will be delivered during this time slot in the order they appear here.

Online Tools to Enhance Instructor Training

Ryan Jaret

This session will highlight several tools to improve and enhance your instructor trainings. These tools are cost effective, easy to use, and multifunctional. Through the use of online videos and quizzes you can assign pre-training work for staff to maximize your face to face training time, clarify expectations for instruction remotely, and provide more dynamic, instructor-centered trainings to meet individual needs.

What Did I Get Myself Into? A Presentation on Understanding Cultural Barriers to Making Public Lands and Outdoor Recreation More Inclusive

Reth Duir

How can youth programs help to make public lands and the wild outdoors more inclusive? Based on his unique experience as a program participant and then a trip leader and instructor, Reth Duir will offer thoughts and insight into how we can make programs more relevant, inclusive, and successful with younger generations. Through his personal stories and professional lessons, Reth will share insights into better understanding and overcoming barriers.

Student Applications and Interviews: Managing Risk Before Your Expedition

Colby Smith

This session focuses on the information gathering process that

takes place before participants join your organization. We will look at how that process has evolved over time at Colorado Outward Bound School. We will then explore how that process can be used to enhance your organization's risk management by providing and receiving critical information beforehand. Next is a look at information transfer and an overview of some technological advances and solutions that are available. We will conclude in classic fashion by seeing how we can transfer this information to your organization to enhance your risk management process.

How Remote Communications Aid in Self-Rescue, SAR Protocol, and Resource Deployment

Brett Wagenheim

What does a rescue look like if you're trapped in a snow cave on a remote glacier in Alaska or kidnapped by rebels while kayaking the Amazon? How do you get back home safe? Technology has made remote travel and riskier adventures more accessible, but it has also empowered individuals to self-rescue or reach SAR successfully. This presentation will discuss how both amateur and professional adventurers are using satellite communication devices to manage a self-rescue or request additional resources. The presentation will detail real-world emergency incidents and evaluate the critical role that a reliable communication device, timely messaging, navigation tools, and a SAR organization's remote safety and emergency response protocol play in delivering responsible and appropriate care.



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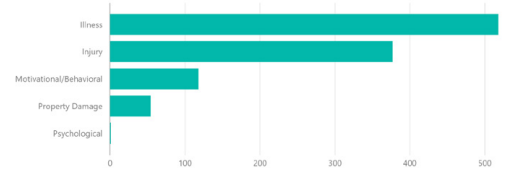
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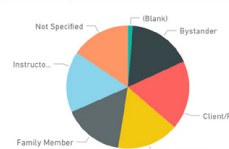
Incident Tracking & Data Analytics in the Cloud

Incident Types

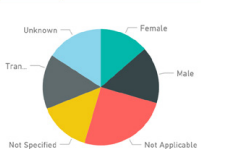


Incident Type	Count
Illness	500
Injury	380
Motivational/Behavioral	120
Property Damage	50
Psychological	10

Incidents by Person Status



Incidents by Gender




Public Cloud: Cost-effective solutions for Small to Mid-sized organizations for collecting, cataloging and analyzing incident data in real-time.

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SPEAKER BIOGRAPHIES

Toby Arnold joined the Rippleffect team in the spring of 2010 as a guide and licensed boat captain. In the spring of 2011 he became the Island Manager before moving into his current position as the program director of Wilderness Education. Toby is responsible for directing the risk management policies and protocols for Rippleffect in addition to all open enrollment and after-school programming for the organization. Toby came to Rippleffect from the Virgin Islands where he worked as a sailboat captain and snorkel guide and previously from Washington State where he taught sailing and outdoor living skills on-board schooners Zodiac and Lavegro. Toby graduated from the Evergreen State College with a B.A. concentration in Maritime Business. Toby is also a certified ACA sea kayaking instructor trainer.

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 travel to 40 countries, Leslie's personal interests lie in experiential education with a focus on the outdoors as a medium for personal empowerment.

Quinn Banning-Arndt first started working in experiential education at an outdoor learning farm with Forest Kindergarten. While working with groups she was responsible for contributing to weekly planning by creating activities related to each week's environmental theme. Quinn started with Broadreach as an enrollment advisor for study abroad programs and now works as an international education coordinator, a position where she works with both outfitters and families to ensure each program's success.

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 organisations. 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.

Brett Billings is an elementary school teacher in New York City, where he leads an after school adventure learning group. He has been an experiential educator for five years, and before NYC, coordinated backpacking, canoeing, and mountain biking expeditions for at-risk New Hampshire teens, ages 12-16, as well as mentoring a caseload of 37 young men, ages 10-17, for the same nonprofit during the school year. In his previous role, he implemented positive behavioral

interventions and supports in an expeditionary setting. He is currently working toward a Master's of Science in School Psychology.

Mark Bixby is a family physician who has been involved with wilderness adventures since the mid-1960s. He serves on the risk management committee for YMCA Camp Widiwagan, a wilderness tripping camp for teenagers based next to the Boundary Waters Canoe Area Wilderness in northern Minnesota. He currently lives with his wife in Minneapolis Minnesota, although his job with ACGME (the organization that accredits medical residencies and fellowships) takes him to teaching medical centers across the country.

Brett Christensen, during his time at Colgate University, led trips for the Outdoor Education program ranging from dessert backpacking in Arizona to caving in Upstate New York. After graduating in 2016, he led a hiking trip in Alaska for Overland before joining the office full time in the fall, where he is a logistics coordinator and part of the risk management team.

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 currently the Diversity and Inclusion Manager at NOLS where she is primarily developing 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.

Matthew Cook is the executive director of Teton Valley Ranch Camp in Jackson Hole, Wyoming and is a Masters Level social worker with over 25 years of experience working with diverse and special populations. Matty worked at Paul Newman's Hole In The Wall Gang Camp as camp director for 13 years. Areas of special focus for Matty include: program design and development, adventure based counseling, risk management, youth development, leadership, visioning, behavior development, team building, effective positive communication, and diversity trainings. He lives in Victor, Idaho with his bride, Marcia, and their 3 beautiful children.

Leah Corrigan is a lawyer who advises and defends outdoor recreation businesses. She is an experienced litigator and the founder of Western Recreation Law Center, based out of Jackson, Wyoming. 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.

Clare Dallat works at The Outdoor Education Group, Victoria, Australia, a not-for-profit outdoor education organization that works with 42,000 participants per year and employs more than 500 staff. For 13 years, she led their risk management team. Clare is completing her PhD at the Centre for Human Factors and Sociotechnical Systems, University of the Sunshine Coast, Queensland, focusing on systems approaches to risk assessment in outdoor learning. She has an MSc in Risk and Crisis 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, flyfishing 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.

Brenda Davies is the founder and director of Outdoor Access, an accessible year-round recreation organization, creating unique opportunities for individuals of all abilities. Brenda brings over 25 years of experience in design and implementation of adaptive recreation since receiving a degree in occupational therapy and outdoor education from the University of New Hampshire. Brenda's love of adventure started with an Outward Bound Semester Leadership course in the Southwest during college and has led to accessible travels with clients in Costa Rica, Acadia National Park, New Orleans, and more. Our motto is: Yes We Can!!

Dave Dennis is the global safety and risk management director at Rustic Pathways. He has a Master's degree in risk management and more than 20 years of experience in the adventure and student travel industry. Dave also owns a part-time consulting firm specializing in creating and implementing risk management and emergency response programs for both domestic and global tour operators. Dave is an avid snowboarder and adventure enthusiast living in Colorado with his wife and two children.

Paul Dreyer has worked in and around the worlds of experiential education, leadership development, and group psychology for almost twenty years. He has had the opportunity to work at a variety of organizations and to support a diverse spectrum of students and clients. Currently, Paul is the Risk Management Director at Avid 4 Adventure. He also works closely with Where There Be Dragons, the Cottonwood Institute, and NOLS.

Reth Duir is Sudanese American and program assistant for Alaska Geographic. In 2013 he was nominated for a Chugach Children's Forest Expedition, starting his path toward improving inclusion in the outdoors. He has volunteered with SCA, completed NOLS courses, and is completing his education degree at University of Alaska - Anchorage. Reth develops more inclusive outdoor programs and raises grant funding building collaborative partnerships to increase capacity in Alaska. He is also a US Arctic Youth Ambassador.

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 program safety manager for the Sierra Club.

Jess Dunkin moved to Yellowknife from Ontario in 2015 and has never looked back. When she isn't working with NWT communities to support land-based programs, she can be found paddling, skiing, or 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.

Caroline Dunn is a senior program manager at Earthwatch, where she manages international research expeditions, project logistics, risk management, emergency response, and maintains the operational no-go list. She is on the International Incident Management team and is a major incident manager. Caroline has a M.A. in Intercultural Relations from Lesley University and a B.A. in Psychology from Wheaton College. She is a former expedition leader, teacher, and counselor in Peru, Ecuador, and Costa Rica.

Joshua Firmin is the director of adventure programs for the Outdoor Sport Institute (OSI). Josh is a registered Maine guide, ACA whitewater kayak instructor, and certified Wilderness First Responder. He enjoys whitewater kayaking and backcountry skiing. Josh has worked in the outdoor education field for over 10 years and is passionate about helping others discover their potential through outdoor sport. He lives in Industry, Maine with his wife and three children.

Kathleen Floberg works for YMCA Camp Widjiwagan as their wilderness program director. Part of her duties include working with the camp board and staff to develop effective risk man-

agement practices for Widjiwagan's canoe and backpacking programs. She spent many seasons leading canoe and backpack trips for Y camps and received a Master's of Environmental Education degree from the University of MN, Duluth. Even though her current role keeps her at a desk most days, the wilderness still plays a significant role in her life. She also loves data collection and analysis!

Karen Foster has been a program leader for All Out Adventures since the winter of 2004 and began working in the office in March 2007 as the development director. She was appointed executive director in October 2007. Karen studied history, political science, and secondary education at The College of Wooster in Wooster, Ohio and earned an M.S. in Educational Administration and Policy at the University at Albany, SUNY. Prior to her work at All Out Adventures, Karen worked as a high school history teacher, as a middle school-based program administrator, and as an educational program evaluator. She attended a NOLS backpacking trip leader course, is certified in Wilderness First Aid, as a Leave No Trace Trainer, and as a sea kayak instructor with an adaptive endorsement.

Bill Frederick is the founder of Lodestone Safety International specializing in health, safety and security for educational and service organizations operating abroad. Prior to that he served as director of safety at The School for Field Studies for 8 years and as an instructor/program director at Outward Bound for 16 years. He is a faculty committee member for Wilderness Medical Associates International. He holds an M.Ed from Harvard University and a CTH from the International Society of Travel Medicine.

Rita Galdos started her professional journey as a scientist at Harvard Medical School in Boston. After several years in bio-research, she found a different career path with Earthwatch. There she delivers programs that engage individuals in environmental research and lead to reliable scientific outcomes. Risk management is an integral part of her role at Earthwatch. She is an active member of Earthwatch's International Incident Management team, where she has had experience managing incidents in the field.

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.

Jose H. Gonzalez started his career in outdoor education in 1989. His love for the outdoors and commitment to teaching has earned him the opportunity to teach for Outward Bound, the American Canoe Association and several universities. Jose has been an AEE Accreditation program reviewer and has conducted safety reviews for Outward Bound. He possesses

a doctoral degree in education with a focus on curriculum and instruction. Currently, he teaches at CSU Northridge in the Recreation and Tourism Management department and for NOLS Wilderness Medicine.

Reb Gregg is a Houston, Texas attorney specializing in outdoor adventure and education law. He is on the the Board of the Independent Schools Experiential Education Network and on the Risk Management Committee of 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, a former WRMC Steering Committee member, and honoree of the Charles (Reb) Gregg Wilderness Risk Management Award.

Amberleigh Hammond is a Safety and Systems Manager and functions as the national medical screener for the Student Conservation Association (SCA). Her primary focus is screening, leader training, compliance with field standards and incident management/response. Prior to the SCA, Amberleigh was at Outward Bound for six years as the national senior medical screener for OBUSA. Amberleigh is an Outdoor Emergency Care instructor, teaches wilderness medicine courses, and is an EMT and ski patroller. This will be her third year serving on the WRMC Education Committee.

Catherine Hansen-Stamp is an attorney in Golden, Colorado and a current member of the WRMC Education 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-authors for 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; healthy engagement with risk is essential to that learning.

Ava Holliday is a researcher and practitioner of diversity, equity, and inclusion. As a PhD candidate at the University of Washington in the Anthropology department, she explores how diversity, equity, and inclusion efforts are designed and implemented, as well as their successes and sticking points. She puts her research into practice as a founding partner of the Avarna Group, an organization that provides resources and insights for organizations implementing diversity, equity, and inclusion efforts.

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.

Ryan Jaret has over 26 years of guiding, outdoor education instruction and leadership experience. Ryan is the senior training and program designer for L.L.Bean's Outdoor Discovery Schools, overseeing all aspects of training and curriculum for a variety of outdoor programs and activities, in 38 locations and 16 states. Prior to L.L.Bean, Ryan has worked as an instructor and program director for Outward Bound, and guided and instructed a variety of activities across the country and internationally.

Anna Johnson, during her 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 18 summers working for ActionQuest with roles including operational director, head EMT, trip update manager, food coordinator, and photographer. During the year, Anna lives in DC and spends her free time volunteering with a dog rescue organization.

Skip King began working in emergency medical services before graduating high school. He worked EMS in Boston during college, then became a professional ski patroller and later a patrol director and mountain operations manager. He shifted to marketing communications in 1990, and has since handled many of the ski industry's most visible incidents. This mix of hands-on communications and operational experience makes him a rarity in the crisis management field. In private practice since 2002, he serves a variety of clients in the active outdoors industry, including the Outward Bound USA organization and ski resorts in North America and Europe.

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.

Linda Leckie taught physical and health and outdoor education for 30 years at the Bishop Strachan School in Toronto. She has taken students on a wide variety of remote travel experiences throughout her teaching career, including kayaking in St. Andrew's and the Baja, canoeing in Florida, a band and choir trip to Europe, and coaching tournaments in the USA. Linda is a seasoned educator and a veteran of the summer and winter trail. In addition to guiding wilderness travel experiences she has led risk management and leadership workshops for ORCKA, COEO, WRMC, and AEE.

Emily Ledingham is a senior NOLS field instructor and administrator. She has accumulated over 150 weeks of experience instructing hiking, mountaineering, whitewater, and backcountry ski courses. Emily supervises faculty and risk management at a variety of NOLS locations, and also supports NOLS curriculum development and faculty training.

Drew Leemon, director of risk management at NOLS, 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 focusing on organizational development and culture change, bridging the space between field operations and organizational management. He 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. He lives in the Bay area where he is teaching his 5-year old daughter to surf, climb, and navigate BART.

Brendan Madden is 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.

Marcy Marchello has developed and managed accessible outdoor recreation programs for DCR's Universal Access program since 1995. In the role of program coordinator, she manages adaptive recreation in Massachusetts State Parks, oversees a contract of outdoor recreation providers, serves as a risk manager, supervises seasonal staff and trains them in risk management, purchases

equipment, and continues to develop new programs. Marcy has a bachelor's degree in Environmental Education from Lesley University and the National Audubon Expedition Institute. She received further outdoor leadership training from Woodswomen and has lead hiking, backpacking and birdwatching trips. Numerous exposures to the lives of people with disabilities from a young age, as well as being a cancer survivor, have shaped her view that everyone deserves access to nature and the benefits of outdoor recreation. She relies on a team approach for risk management to maximize the strengths and expertise available and ensure ongoing evolving best practices.

Dr. Will Marling earned his undergraduate (1986), graduate (1989) and post-graduate (1997) degrees in a variety of disciplines. In 2000 he was trained by the National Organization for Victim Assistance© (NOVA) and added to his skill set and experience base in responding to people in crisis. His praxis has been informed as a responder to a variety of national and international events from violent crimes to natural disasters.

Ann McCollum is an associate attorney at Adams and Crow law firm in New Mexico. Her general practice focuses on litigation for education, business, and non-profit organizations and is informed by 8 years as a risk management consultant for camps and schools, 20+ years as a classroom/outdoor educator, M.Ed. in counseling, two-time NOLS graduate, and 100+ weeks leading groups in the field including guiding treks to Everest Base Camp. She has been trained and certified as both WFR and WEMT, and has served as AEE accreditation reviewer and on the ACA National Standards Commission.

Leah McDonald came to Rippleffect in 2006 as a lead guide for our social service programming. She became the youth program director in 2008, and has worked since then to expand and improve Rippleffect's impact with youth in Maine. Before coming to Rippleffect, she worked with island youth as an Island Institute fellow on Chebeague Island and as a therapeutic guide at the adolescent wilderness therapy program Summit Achievement. She is also a registered Maine sea kayak and recreation guide, a Wilderness First Responder, a certified ACA sea kayak instructor, and a licensed social worker. Leah lives in Cumberland with her husband and two daughters.

Laura McGladrey has instructed for NOLS for over 15 years and is a nurse practitioner with dual certification as a Family and Psych-Mental Health Nurse practitioner, practicing both emergency medicine and psychiatry. She currently works at Tennyson Center for Children with a focus on behavioral emergencies and trauma, as well as maintaining practice serving law enforcement, EMS and firefighters experiencing traumatic stress. She has a background in international and relief work and continues teaching wilderness medicine and lectures nationally on Psychological First Aid.

Traci McKee is an attorney with Henderson, Franklin, Starnes & Holt in Fort Myers, Florida. Her practice focuses on defending individuals, corporations and governmental entities in a diverse array of personal injury claims. Traci regularly defends schools,

school boards, and other entities with custody of children. Traci has argued cases on behalf of Florida schools all the way up to the Florida Supreme Court. She also stays busy chasing after 2 energetic boys, Brett and Braden, ages 8 and 6.

Zander McRae is a Pacific Northwest grown transgender identified male who has always possessed a great love of and passion for nature and the environment. He is now beginning a journey to transform his passion and hunger for adventure in to a long term career in the outdoor industry.

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 Education and Steering Committees. 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.

Ginger Mihalik is the executive director of the Baltimore Chesapeake Bay Outward Bound School. She has been with the organization since 2010 and has over 15 years of nonprofit leadership experience. In her role at Outward Bound, Ginger provides strategic leadership which has resulted in rapid program growth. The school has gone from serving 1,000 students in 2010 to over 7,000 students in 2017 and has expanded character education programming. Ginger managed to add a robust sea kayaking program, start a nationally recognized community building initiative called the Police Youth Challenge, and bring the first high ropes challenge course to Baltimore. Her expertise has proven vital as the school continues to grow, reaching more students and communities in the Chesapeake Region.

Frances Mock is an attorney specializing in risk management and claims management for experiential education and adventure-based programs. She is counsel to NOLS, Outward Bound, LL Bean Outdoor Discovery School, and other clients providing advice about responding to deaths, animal attacks, sexual assaults, and other serious incidents, the resulting claims and lawsuits, as well as other general risk management issues. She has spoken at numerous national conferences for the outdoor and study abroad industries and is also a full-time Clinical Professor of Law at Duke Law School. Frances worked as a Class V white-water rafting guide, a volunteer cross country skiing instructor for special needs populations, and in other adventure-based activities for ten years before becoming an attorney.

Casey Montandon, an avid river runner and canyon explorer in the desert Southwest, has worked with the Colorado Outward Bound School in multiple positions and is currently based out of Moab, Utah as the program director. He firmly believes that if staff are emotionally invested in the program they work for, they will take a greater responsibility for the safety in the entirety of it.

Mike Moran is the newest member of the Outward Bound USA Safety team (Associate Director of Safety) and the WRMC Steering Committee. Mike came to OBUSA after a 32-year worldwide, self-directed wilderness experiential learning endeavor as a member of Naval Special Warfare. He has conducted, led, and supervised many of the highest risk operations imaginable on sea, air, and land. That journey developed his depth of experience with training, operations, crisis response, curriculum development, safety, and risk management. Mike is a life-long outdoorsman, adventurer, and adrenaline junkie who lives for anything that gets him outside and into the elements.

Caroline Nassif is the operations manager at Earthwatch, where she helps support the organization from behind the scenes. She is also one of the risk managers on the Incident Management team, and has helped manage incidents from both in and out of the field. She delivers regular training to the staff on both risk management and emergency response. Caroline is also an avid SCUBA diver and has traveled the world exploring many different reefs.

Steve Neal, risk management officer at Outward Bound USA 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. He is excited to welcome the WRMC to his home turf.

Katie Nelson serves as the associate program director of Safety and Delivery at the Philadelphia Outward Bound School, one of OB USA'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.

Paul Nicolazzo has over 35 years of experience instructing, training staff, and managing outdoor programs. He has taught wilderness medicine for 30 years and is the president and director of Wilderness Medicine Training Center International. Paul is a member of the Wilderness Medicine Education Cooperative and one of the contributing authors of the WFA and WFR scope of practice documents and as well as the trauma chapter for the new Wilderness EMT textbook conceived and edited by Seth Hawkins, MD. He is the author of the wilderness medicine handbook, the Art & Technique of Wilderness Medicine, and Case Studies in Wilderness Medicine.

Gretchen Ostherr has over 25 years of outdoor education instruction and leadership experience. Gretchen is the director of L.L.Bean's Outdoor Discovery Programs, overseeing all aspects of the schools and trips which served over 150,000 people in stores and in the field in 2016. Prior to L.L.Bean, Gretchen held leadership positions at Hurricane Island Outward Bound School, as a program director and the director of new program development, and Outward Bound USA where she was the director of the Outward Bound Training Institute. She has a M.Ed. from Harvard University.

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 serves as the director of standards development and accreditation at the Association for Experiential Education. He is also Professor Emeritus at Prescott College. During his 25 years at Prescott, he served as dean of resident degrees, director or risk management for field activities, chair of the Adventure Education program, and later, the Human Development and Counselor Education program. Before coming to Prescott College Steve worked for eleven years at the Voyageur Outward Bound School serving as a program director, safety officer, course director, and instructor. 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.

Don Pachner is president and founder of Pachner & Associates, LLC, whose mission is to provide insurance expertise and representation to the wilderness recreation, nature and outdoor education, environmental conservation and research communities, including those with foreign operations. He has authored articles and regularly presented professional development classes on insurance to the mountaineering and climbing industry through the American Mountain Guides Association and to the trail association community. As a past presenter on insurance topics at the WRMC, he has served on the America Outdoors Association insurance committee and National Park Service Vendor Advisory Committee Sub-committee on Insurance Requirements.

Anne Peick is a senior NOLS field instructor and administrator. She has over 200 weeks of experience instructing hiking, mountaineering, whitewater, climbing, and backcountry ski courses. Anne currently works in the field staffing office and has also supervised staff as a program supervisor at NOLS Rocky Mountain. Prior to her work with NOLS she was an instructor for Outward Bound. She is working towards AMGA certification in the rock discipline.

Lieutenant Commander Scott Pierce has currently serves as the Incident Management Division Chief at Coast Guard Sector Northern New England. His major duties include serving as Search and Rescue Mission Coordinator, First-Line Supervisor for eight boat stations, and primary oversight of maritime oil spill response cases within the Sector's Area of Responsibility, which encompasses Maine, New Hampshire, Lake Champlain, and Lake Memphremagog. LCDR Pierce has over 14 years of service and has previously served as a Command Center Chief on the Great Lakes, a maritime law enforcement instructor at a Coast Guard training command, an Enforcement Division Chief in Alaska, and an underway Deck Watch Officer on a 210-foot cutter in south Florida.

Mike Pigg has been involved in the experiential education industry for 15 years as an educator, trainer, and administrator. He has a long history with Outward Bound 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 the OBUSA safety department in 2015, where he helped manage and monitor safety systems and practices across all eleven OB schools in the US. Today Mike is the director of operations at the Colorado Outward Bound School, and a member of the AEE Accreditation Council.

Derek Prill is a veteran Army medic and non-commissioned officer with two college degrees in the fields of adventure education and recreation. He spent several years working for YMCA Camp Chingachook as the wilderness program director where he developed a comprehensive Emergency Action Plan for all off-site programs. He used the material taught in the workshop to reduce the program risk by focusing on field leadership training program and developing an aligned field manual to help affirm policies and procedures off-site. Currently Derek is a lead instructor for the Wilderness Medicine Training Center and serves as an adjunct instructor at Green Mountain College in Vermont, instructing both academic adventure courses and instructor training courses for their outing program.

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.

Rafael Rosa directs SCA's programs' 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 has spent the last dozen years working in the outdoor industry. From teaching canoeing and kayaking, to facilitating on a challenge course and guiding kayaking, camping and glacier hikes in Alaska, Elyse believes passionately in the power of connecting people to nature. She has turned this passion into advocacy for the queer community by founding OUT There Adventures, providing consulting and training for outdoor organizations, and publishing pieces in mainstream publications and academia.

Paul Salmon holds a chair in Human Factors and is creator and director of the Centre for Human Factors and Sociotechnical Systems at the University of the Sunshine Coast. He currently holds a prestigious Australian Research Council Future Fellowship and has over 16 years' experience in applied Human Factors research in various domains. He currently leads major research programs in the areas of transport safety, sport and outdoor education, cybersecurity, and workplace safety. Since 2011 Paul has led the UPLOADS research program which has involved the development and implementation of an incident reporting and learning system for the Australian outdoor education sector. In 2016 Paul was awarded the Australian Human Factors and Ergonomics Society's Cumming Memorial Medal for his research contribution.

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, creating and running effective backcountry conservation service programs, and developing and promulgating effective risk management practices for NYC, SCA, National Park Service, YMCA, and other organizations. In addition to his work with NYC, Jay serves on the boards for Aerie Backcountry Medicine, the YMCA of Greater Seattle Camping and Outdoor Leadership Branch, Washington's National Park Fund, and has been a standing member of the Wilderness Risk Management Steering Committee since 1995.

Adam Shepherd, executive director of Rippleffect, has worked in experiential education and youth development for over 20 years. His career in the field began as a guide and counselor at a residential Adirondack summer camp where he moved on to take over a director role for 10 years. Upon leaving this position, Adam worked as a guide for REI in New York City and the Appalachian Mountain Club before joining Rippleffect. Adam is a registered Maine sea kayak and recreation guide, a Wilderness First Responder, and certified ACA sea kayak instructor. He holds a Master's in Nonprofit Management and specialized in organizational development and capacity building—both of which he sees as critical in creating an effective organizational crisis response plan. He, along with the rest of the

Rippleffect team, are thrilled to welcome the WRMC to our home and look forward to being good representatives of the local outdoor community.

Colby Smith is a lifelong outdoor enthusiast who was fortunate enough to stumble into one of the greatest jobs in the world working in Student Services at Outward Bound USA in 2008. A few years later he took his talents to Colorado Outward Bound School where he has been interviewing and medically screening students since 2013. He is passionate about matching students with COBS courses so they can have life changing experiences in the wilderness.

Steve Smith is the Climbing Education manager for the Mountaineers, and also runs Experiential Consulting, LLC, specializing in risk management consultation for outdoor programs. 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. He has presented at WRMC every year since 2010 and is a member of the WRMC Education Committee. Steve lives in Seattle and loves to explore and photograph the wildlife, mountains, and coastlines of the Pacific Northwest.

Doug Stevens is a Boulder, Colorado attorney who has provided legal services to outdoor recreation and adventure travel organizations for many years. He has defended serious and high-profile personal injury and wrongful death lawsuits. Doug frequently assists clients with all facets of their risk management, emergency response, litigation, and contractual needs. Doug speaks and writes on these issues for outdoor professional groups throughout the country and is licensed in both Colorado and Wyoming.

Sara Stinnette is currently the admissions and HR director at Broadreach Global Educational Adventures and has an MS in outdoor education from the University of Edinburgh. She has worked as a program manager for the Girl Scouts in upstate New York, at various summer camps, and spent a year in Americorps running an after-school service learning program for at-risk middle school students.

Shana Tarter is the assistant director of NOLS Wilderness Medicine. In addition to 25 years experience in wilderness medicine and outdoor education, she chaired the Wilderness Risk Management Conference Steering Committee for five years. 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.

Ben Tettlebaum is a senior instructor with NOLS Wilderness Medicine and holds his WEMT. He has worked with NOLS for more than a decade, leading both NOLS expeditions and NOLS

medical courses. For over 20 years, Ben has been involved in the outdoor industry—from working with at-risk teens to running his own international travel company. Ben is also an attorney and has worked primarily on sustainable food systems and clean energy litigation.

Whitney Tome, as the executive director of Green 2.0, leads a campaign to increase the racial diversity of the mainstream environmental movement. Whitney was the director of diversity and inclusion at the National Parks Conservation Association, and a program manager and mediator at the Meridian Institute. At Environmental Defense Fund, Whitney served as a strategist in dozens of state and federal political campaigns and launched the Fisheries Leadership and Sustainability Forum. Whitney earned a B.A. from Middlebury College and a J.D. from American University's Washington College of Law.

Gitte Venicx is a program manager at Earthwatch, where she manages several grant-funded projects that engage corporate employees, educators, students, and the public in citizen science opportunities. She is an active member of the International Incident Management team and has supported the management of incidents large and small. Before joining Earthwatch, Gitte worked at the Union of Concerned Scientists, looking at impacts of climate change in the northeastern U.S. She has been on many Earthwatch expeditions in countries that include Trinidad, Ecuador, Belize, and the U.S.

Mark Vermeal is the national safety director for Outward Bound USA, an educator, and professional climbing guide. In Mark's role, he is responsible for the oversight of safety management systems for Outward Bound's \$44 million national network of eleven regional schools in the US serving over 40,000 students, and 146,000 participant days, annually. Mark has 20 years of experience overseeing program safety and managing staff at organizations like the nation's largest conservation organization, Student Conservation Association, and White Mountain School. 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, the American Alpine Club's Education Task Force, the WRMC Education Committee. He has presented at the WRMC since 2007.

Brett Wagenheim is a sales and project manager at Garmin International. In this role, she is focused on supporting and educating businesses, agencies, and organizations who use inReach satellite communication devices in professional capacities to manage the safety and coordination of staff and assets in the field. Brett came to Garmin after several years in the mountain rescue field where she worked as a climbing ranger for the USFS on Mount Shasta, as well as a ski and alpine mountaineering guide for Shasta Mountain Guides. As a Mount Shasta Climbing Ranger, Brett and the other USFS staff led high-mountain search and rescue efforts and coordinated operations with Siskiyou County

SAR and Cal-Fire in the Mt. Shasta Wilderness and nearby rock climbing area, Castle Crags. She has first-hand knowledge of the communication and resource challenges that guide outfitters and SAR teams face in the field, and she shares this experience within Garmin to guide product development and help create customized communication and technology solutions for backcountry professionals.

Lieutenant Dan White began his career with the Marine Patrol in 1997, serving as an Officer in Section Three in the Bristol, Bremen area for nearly fifteen years. His duties included operating patrol vessels in the mid-coast area in addition to conducting patrols by land. In September 2011, he was promoted to Sergeant, working from South Portland to Bath, where he supervised, trained, directed and evaluated Marine Patrol Officers and Specialists. His responsibilities also included organizing and directing search and rescue operations and overseeing and conducting investigations. In May of 2015, White was promoted to Lieutenant of Division I, which stretches from Kittery to Belfast. As Lieutenant, he is responsible for planning, directing, supervising and evaluating all Marine Patrol activities of the Sergeants, Officers, and Specialists in the Division. The Marine Patrol is a Bureau of the Maine Department of Marine Resource that provides law enforcement, search and rescue, public health, maritime security, and public safety services on Maine's coastal and tidal waters.

Jed Williamson, President Emeritus of Sterling College, is an education and risk management consultant who co-authored the Manual of Accreditation Standards for Adventure Programs and is Editor Emeritus of Accidents in North American Mountaineering. Jed is former faculty of University of New Hampshire and a former instructor, program director, and director for Outward Bound. He has served on Boards of the American Alpine Club, NOLS, SCA, and AEE and on the Steering Committee of the Wilderness Risk Management Conference and currently serves on the Boards of Central Asia Institute (Chair), Upper Valley Educators Institute, New Hampshire Outdoor Council, and Heartbeat Lifesharing.

Dr. Al Wright is a professor and outdoor coordinator in the Recreation and Tourism Management department at California State University Northridge where he teaches courses in leadership and outdoor education. He has worked with risk management and safety management issues for outdoor programs throughout his professional career. He has supervised both land-based and water-based outdoor programs that served over 10,000 participants a year.

David Yacubian has been with NOLS since 2000. In addition to working as a field instructor, he has program supervised in New Zealand, and worked extensively for NOLS Wilderness Medicine with well over 100 courses taught. Dave teaches risk management trainings for NOLS Risk Services and has instructed courses for the United States Air Force, Google, and Bowdoin College. Dave is the owner of Ready SF, a San Francisco based company specializing in risk management and emergency preparedness services. He sits on the risk management committees of The Crossroads School and Environmental Traveling Companions and is on the safety committee of Outward Bound California. Dave has two daughters who bring him endless joy and risk management opportunities.

Lester Zook is the owner of WILD GUYde Adventures, providing adventure guiding and staff training for summer camps, groups, and families in the various back-country areas of Virginia and West Virginia. He also works for Horizons Consulting, providing experiential leadership development and team-building. His doctorate is from the University of Virginia (1995). He is married to Robin (35 years), has 4 grown children, 3 grandchildren, and a cat named Bruce.

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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.

GLOBAL  *rescue*

For over a decade, Global Rescue has provided individuals, families, enterprises and governments with the critical medical, security, information and intelligence needed to avoid and respond to crises. Since our founding in 2004 in partnership with Johns Hopkins Medicine, Global Rescue has grown to become the recognized leader in travel risk, crisis management and response services. We are the only fully integrated provider of medical, security, intelligence and communication.



Pachner & Associates, LLC insurance brokers & consultants are leaders in insurance for outdoor recreation, nature and outdoor education, environmental conservation, scientific research/media, trail associations, and outdoor clubs. Members of The Conservation Alliance.



Providing innovative, high quality first aid and preparedness products for work, home, and your next adventure.



The American Mountain Guides Association (AMGA) is a 501(c)(3) educational nonprofit 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.



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.



Evolution Insurance Brokers, LC ("EIB") is a full service excess and surplus lines brokerage specializing in risk classes that are traditionally difficult to insure, and particularly businesses and professionals in the outdoor recreation arena. Our partnership approach takes into account numerous factors to deliver the best possible solutions for fast and flexible underwriting, and then backs it up with continuing risk management assessments and advice as well as aggressive claims handling.



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.



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to avoid and respond to crises. Since our founding in 2004 in partnership with Johns Hopkins Medicine, Global Rescue has grown to become the recognized leader in travel risk, crisis management and response services. We are the only fully integrated provider of medical, security, intelligence and communication.



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.



Part of the CIEE family

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.



Founded in 2010, Lodestone Safety International specializes in providing customized health, safety, security, and risk management services for educational and service programs operating internationally. Our clients have included higher education institutions, secondary schools, educational consortia, independent program providers, and NGOs among others. Lodestone has worked with over 100 clients, personalizing our services to best meet each of their needs according to program composition. Visit us at www.lodestonesafety.com.



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 wildness, and these qualities help us support powerful, authentic experiences.



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.



OutdoorEd.com is the The Professional's Resource premiere outdoor education Web resource. Our mission is to provide the best collection of online resources for outdoor education professionals. Whether

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 Web site with a full array of new features.



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.



“The Natural Choice for Insurance,” Pachner & Associates Insurance Brokers and Consultants specializes in the non-motorized outdoor recreation industry, trail associates and outdoor clubs, nature education, environmental conservation, and environmental research organizations.



Satmodo is a satellite phone store based out of San Diego, California. We offer satellite phones and mobile internet solutions nationwide, for purchase or rentals. At Satmodo we are committed to helping you find the perfect telecom solution by providing you with friendly support, expert guidance, and only the very best satcom equipment.



The Student Conservation Association (SCA) is America’s conservation corps. Our members protect and restore national parks, forests, marine sanctuaries, cultural landmarks and community green spaces in all 50 states. Each year over 4000 SCA members provide more than 1.6 million hours of direct conservation service and positively impact millions of visitors to America’s public lands and waterways. SCA members provide more than 1.6 million hours of direct conservation service and positively impact millions of visitors to America’s public lands and waterways.



Throughout its five-decade history, SIT Graduate Institute has delivered innovative graduate programs in the areas of peace and conflict transformation, socially responsible management, sustainable development, international education, and teacher preparation. SIT prepares students from across the globe to be effective leaders, professionals, and citizens. SIT’s graduate and professional development programs are rooted in the experiential education model, where learning occurs at the nexus of theory and practice. Students are trained to become highly skilled practitioners who have a commanding knowledge

of the theoretical basis of their profession, experience in the field, and an awareness of their own capabilities, values, and ethics.



Known for their innovative and motivational techniques, SOLO programs stay in the forefront of medical advancements in a large part because of the active involvement of SOLO’s founder Dr. Frank Hubbell on the NH Medical Control Board as well as SOLO’s ongoing participation in curriculum consensus groups. Despite the serious nature of the material, SOLO believes in the importance of humor and strives to create a safe, student-centered environment to enhance learning.



Solid Rock Outdoor Ministries (SROM) is a premier Christian outdoor leadership education and wilderness adventure ministry. Our programming activities include backpacking, rock climbing, mountaineering, backcountry cooking, alpine and backcountry living, orienteering, and community building. SROM programming occurs in the heart of the Rocky Mountains and desert southwest with courses and trips conducted in Wyoming, Colorado, and Arizona in locations such as Rocky Mountain National Park, Wind River Wilderness, and Grand Canyon National Park. SROM is the only wilderness ministry accredited by the Association for Experiential Education.



STERLING

We are Sterling. We are climbers, adventurers, engineers and entrepreneurs. We design and produce the world’s finest ropes, hardware, and gear that enable climbers to confront challenging conditions. Now in our third decade, Sterling continues to grow and diversify. We have become more than just a manufacturer of ropes; we are recognized by customers as experts in engineering, technology, and techniques and are making strategic investments in product development and educational resources. Sterling is and has been a go-to partner for world-class gear and real-world knowhow.



Teens To Trails is nonprofit that is dedicated to increasing opportunities for teens to experience the outdoors and supports high school Outing Clubs. T3 provides affordable programs, grants for transportation, trips and gear, safety trainings for teachers as well as organization support and free outdoor resources for schools. Since 2006, we have given over \$55,000 in grants to schools across Maine and hosted programs for over 2,000 teens.



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.

Exhibitors



Operation Paddle Smart

The Paddle Smart campaign is a multi-partner endeavor developed by the U.S. Coast Guard to generate greater safety awareness among paddlers and small boat operators. The primary goals are to promote the life-saving benefit of

wearing a life jacket, to highlight the immediate danger of sudden cold water immersion, to encourage boater and paddler education, to ID your canoe, kayak or rowboat, and to stress the importance of being a responsible and prudent boater. The goal of this operation is for all boaters and paddlers to enjoy their time on the water, to boat responsibly-and most importantly-return home safely.

Additional Supporters



Here at Black Diamond it's all about climbing and skiing. We share the same experiences that you do on rock, ice and snow and these experiences push us to make the best gear possible for our worldwide family of climbers and skiers.



Reliable and functional outerwear and gear is only the beginning. For us, value that's also valuable begins with great people. From the product design process to expert guidance about its practical application all across the great outdoors, we share your passions – our outdoor heritage isn't just about what we sell, it's about who we are.



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.



In the backcountry, having the right shelter is crucial. For over 40 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.



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.



Over the last 20 years, our independence and willingness to do things differently has driven innovation in outdoor apparel and equipment. You'll see more Mountain Hardwear expedition tents on 8,000 meter peaks than any other brand. From the first taped soft shell jacket to the first tent with 180° views, our products combine cutting edge materials technology with unconventional design solutions.



Rugged. Authentic. Reliable. Timeless. What started as a casual conversation at the Shady Lady Saloon in Jackson Hole, Wyo. has become a top-performing 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."



Osprey packs provide innovative design and exceptional fit, making them a leader in gear-carrying equipment. For over 35 years, Osprey has been actively involved in outdoor education programs. We continue this effort in the evolution of the Escalante program-specific series.



Point6 derives from 98.6 F, the optimum body temperature. Our goal is to take the merino revolution to the next level and produce the best wool socks ever. We use compact spun merino wool offering the best durability and comfort. Our socks are designed for performance and are backed by a 100% guarantee.

Special Open House for WRMC Attendees
Hosted by
**United States Coast Guard
Sector Northern New England**



When? Thursday and Friday from 11:30am to 2:00pm (1130-1400 hrs.)

Where? Wrights Wharf – an 8 min walk from WRMC (Use Google Maps)

What? Tour USCG floating assets on both days

On Friday only between 12:30 and 1:00 - helicopter fly-in SAR demo

Holiday Inn By the Bay Hotel

Internet

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

Sustainability

The WRMC is committed to developing sustainable event practices. To help with the effort, please consider bringing a reusable coffee mug and water bottle for beverages.

Transportation and Parking

Courtesy vans are available for transportation to and from Portland International Jetport, Amtrak Train Station, and Bus Terminals.

Parking fees will be waived for WRMC attendees. Overnight guests will use their key card to exit and enter at no charge. Commuters will need to let the garage attendant know that they are with the WRMC.

Stay Active

Amenities at the hotel include a pool and fitness center and we'll offer yoga sessions from 6:45 a.m.–7:30 a.m. on Thursday and Friday mornings.

You can also get outside or get on the water, paddleboard or kayak, hike (there are 70 miles of trails and green space in Portland), or see the city by bike.

The hotel front desk can provide maps and tourist publications.

Yoga for Outdoor People

Helen Wilson will guide the group through an awakening of mind, body, and spirit with a multi-level Vinyasa Flow yoga class. Bring a yoga mat (or towel) and wear comfortable clothing. This class is suitable for any skill level.

Meals and Dining

Meal Plan

If you purchased the meal plan, you should find four tickets in your name badge holder. Present these to a staff member at the start of the buffet line in order to get a plate. Meals are served in the Casco Bay Exhibit Hall. Meal times are 6:30 a.m.–8:15 a.m. for breakfast and 12:00 p.m.–1:15 p.m. for lunch on both Thursday and Friday.

Keynote Dinner

Dinner prior to Whitney Tome's keynote address on Friday, November 3 is included in your WRMC registration and will commence at 6:30 p.m. following a social hour and remarks from WRMC committee members.

Vegetarian, vegan, and gluten-free options are available. Just let your server know your dietary needs.

Dining at the Holiday Inn By the Bay

Port of the Call Restaurant and Lounge offers American cuisine with a New England flair daily from 6:00 a.m. until 2:00 p.m. and dinner from 5:00 p.m. to 10:00 p.m. Fresh Maine lobster is always on the menu!

Other Dining Options

There are many, many restaurants within walking distance of the hotel. Each room in the hotel comes 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's WRMC, or use it to share information with your colleagues and keep in touch with your fellow WRMC attendees. Use #WRMC.



Wilderness Risk Management Conference
on Facebook



WildrnsRiskMgmtConf on Twitter

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

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.

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 Education 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 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 remains an excellent educational opportunity for those new to the field and established professionals alike.

COVER PHOTOS: NOLS/KIRK RASMUSSEN, OUTWARD BOUND, SCA/DAN ELDRIDGE, NOLS/KIRK RASMUSSEN, OUTWARD BOUND/DAN ELDRIDGE.
BACK PHOTOS: SCA/DAN ELDRIDGE, NOLS/ERIN PHILLIPS, OUTWARD BOUND.

WRMC

WILDERNESS RISK MANAGEMENT CONFERENCE



PRACTICAL SOLUTIONS FOR CHALLENGING ISSUES | PORTLAND, MAINE | NOV 1-3, 2017

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