

WRMC



WILDERNESS RISK MANAGEMENT CONFERENCE



**22ND ANNUAL
CONFERENCE**

**PORTLAND
OREGON OCT. 14-16**

2015



Welcome to the 2015 Wilderness Risk Management Conference

in the beautiful Pacific Northwest!

The WRMC Steering Committee has designed the conference to challenge your assumptions and quench your thirst for information, hopefully providing you with inspiration and connections for your own professional development and the evolution of risk management in your program. We believe that taking risks adds fundamental value to wilderness experiences but that these risks need to be accurately assessed and properly mitigated—and there is no better place to learn fundamental concepts and the latest practices than here at the WRMC.

Many participants report being overwhelmed when first exposed to all of the resources and information at the conference. We encourage you to engage, ask questions, absorb as much as possible, make a list of action steps, prioritize that list, and create a reasonable timeline so that you can make progress applying the learning from this conference when you return home.

Don't be overwhelmed—be inspired to learn, and translate that learning into practice. Let us know what you're learning, and how we can help make your conference experience as educational as possible for you.

Sincerely,



Steve Smith, WRMC Steering Committee Chair

Important Information

Grand Ballroom – 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 Grand Ballroom located in the west wing of the lobby level. This space is the hub of the conference, where you can mingle with exhibitors and 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. From 5–6:30 p.m. on Wednesday, October 14, join us in the Grand Ballroom for light appetizers, cash bar, prize giveaways, and more.

Poster Session

Also on Wednesday night from 5–6:30 p.m., WRMC poster presenters will be available along side their posters to interact with conference-goers and answer questions. Posters will continue to be accessible for the duration of the conference as stand-alone presentations. If this is your first conference, be sure to visit with steering committee members at their poster and learn how to get the most out of your WRMC experience.

Award Ceremony

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, Dr. David Johnson.

Events will conclude at 7:30 p.m. to allow enough time for you to get dinner and catch up with friends and colleagues.

Movie Night

Looking for a relaxed and fun—not to mention inspired!—way to spend an evening? On Thursday, October 15, we'll gather in the Grand Ballroom at 8 p.m. for a communal viewing of *A New High*, a newly released documentary about a rehabilitation program in Seattle that transforms addicts into summit climbers of Mt. Rainier.

Keynote Dinner

Wrap up the conference in style by joining us Friday evening for a social cocktail hour at 5 p.m. followed by dinner at 6:30 p.m. The final WRMC presentation will feature Mary Gibson Scott, former superintendent of Grand Teton National Park, speaking about the value of risk for the human spirit and the importance of providing the possibility of failure for learning and growing.

Survey Participation

Please support the educational growth of our speakers and sessions by participating in the online survey at the end of each day. This information is used to make improvements and provide feedback to speakers. Your opinion is highly valued. Prizes will be given at random to people who complete the surveys.

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 a fundamental introduction to risk management and mitigation strategies. If you are new to the WRMC, we strongly encourage you to attend the core workshops.

Pre-Conference Schedule

*Find a map of conference rooms on page 15

Tuesday, October 13, 2015

7:00 a.m.–8 a.m.	Pre-Conference Check-In <i>Pendleton</i>
8:00 a.m.–5 p.m.	Effective Outdoor Program Design & Management Paul Nicolazzo, Joel Reid <i>Crown Zellerbach</i>
	Inclusion and Cultural Competency for the Outdoor Professional Rachael Price, Liz Hardwick <i>Clackamas</i>
	Navigating Health, Safety, and Security Abroad Bill Frederick <i>Weyerhaeuser</i>
	NOLS Administrative Risk Management Training Dave Yacubian, Katie Baum Mettenbrink, Brendan Madden <i>Clark</i>
	WFR Recertification Gates Richards, David Janney <i>Washington</i>

Wednesday, October 14, 2015

7:00 a.m.–8:00 a.m.	Pre-Conference Check-In <i>Pendleton</i>
8:00 a.m.–5:00 p.m.	Effective Outdoor Program Design & Management, cont. Paul Nicolazzo, Joel Reid <i>Crown Zellerbach</i>
	Inclusion and Cultural Competency for the Outdoor Professional, cont. Rachael Price, Liz Hardwick <i>Clackamas</i>
	Navigating Health, Safety, and Security Abroad, cont. Bill Frederick <i>Weyerhaeuser</i>
	NOLS Administrative Risk Management Training, cont. Dave Yacubian, Katie Baum Mettenbrink, Brendan Madden <i>Clark</i>
	WFR Recertification, cont. Gates Richards, David Janney <i>Washington</i>
	Communicating Through Crisis: A Holistic Approach Will Marling, Skip King <i>Hayden</i>
8:00 a.m.–12:00 p.m.	Performing Under Pressure Deb Ajango <i>Multnomah</i>
	And the Winner Is...(?) Hot Issues, Hot Cases Catherine Hansen-Stamp, Reb Gregg <i>Overton</i>
1:00 p.m.–5:00 p.m.	Parent Phone Call Lab Liz Tuohy, Emily Ledingham <i>Overton</i>
	The Value and Practice of Medical Screening Amberleigh Hammond <i>Multnomah</i>

Conference Opening

Wednesday, October 14, 2015

5:00 p.m.–6:00 p.m.	Conference Check-In <i>Grand Ballroom</i>
5:00 p.m.–6:30 p.m.	Poster Session <i>Grand Ballroom</i>
5:00 p.m.–6:30 p.m.	Exhibitor Reception Giveaways, Appetizers, and Cash Bar <i>Grand Ballroom</i>
6:30 p.m.–7:00 p.m.	Opening Remarks <i>Grand Ballroom</i>
7:00 p.m.–7:30 p.m.	Reb Gregg Wilderness Risk Management Award Ceremony 2015 Recipient Dr. David Johnson <i>Grand Ballroom</i>

Conference Schedule

Thursday, October 15, 2015

8:00 a.m.–5:00 p.m.	Exhibitor Showroom <i>Grand Ballroom</i>	
	EMERGENCY PLANNING & CRISIS RESPONSE	FIELD PRACTICES
8:30 a.m.–10:00 a.m.	Core Workshop Crisis Management: A Preplan in Action Drew Leemon <i>Washington</i>	Core Workshop Supporting Struggling Participants: Managing Behavioral & Mental Health Issues Katie Baum Mettenbrink, Emily Ledingham <i>Clark</i>
10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
10:30 a.m.–12:00 p.m.	Dissecting Critical Incident Response: Applying Concepts to Your Own Program Steve Smith, Amberleigh Hammond <i>Washington</i>	Medical Topics for Remote and Wilderness Medicine David Johnson <i>Clark</i>
12:00 p.m.–1:30 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
1:30 p.m.–2:30 p.m.	Blindspot: Near Miss Trauma Brendan Madden <i>Washington</i>	Developing a Culture of Risk Management Throughout Your Higher Education Institution Paul Tame <i>Clark</i>
2:30 p.m.–3:00 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
3:00 p.m.–4:30 p.m.	Preparing and Executing Effective Critical Incident Simulations with Administrative Staff Mark Vermeal <i>Washington</i>	Case Studies in Wilderness Medicine: Matters of Judgment Shana Tarter <i>Clark</i>
4:45 p.m.–6:00 p.m.	Structured Networking <i>Grand Ballroom</i>	
8:00 a.m.–9:30 p.m.	Movie Night , <i>A New High</i> , see page 23 <i>Grand Ballroom</i>	

Friday, October 16, 2015

8:00 a.m.–3:30 p.m.	Exhibitor Showroom <i>Grand Ballroom</i>	
8:30 a.m.–10:00 a.m.	Core Workshop Crisis Communications Boot Camp Skip King <i>Washington</i>	Rejecting The Binary: The Benefits of Considering Emotional Risk for LGBTQ Individuals Kira McGieson, Elyse Rylander <i>Clark</i>
10:00 a.m.–10:30 a.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
10:30 a.m.–12:00 p.m.	Practicing Your Worst Nightmare: A Realistic Emergency Response Scenario Gretchen Osther, Frances Mock <i>Washington</i>	Minimizing Risk When Working with 'At-Risk' Populations Facilitator: Kati Mayfield Becca Polglase, Diane Girard, Julie Dubin <i>Clark</i>
12:00 p.m.–1:30 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
1:30 p.m.–3:00 p.m.	Core Workshop Risk Management: The Traumatic Aftermath Will Marling <i>Washington</i>	'I'm Not Like the Others:' Three Activities to Minimize the Emotional Risk of Exclusion Rachael Price <i>Clark</i>
3:00 p.m.–3:30 p.m.	Exhibitor Showcase and Break <i>Grand Ballroom</i>	
3:30 p.m.–5:00 p.m.	Tower of Babel: Complexities in Inter-Cultural Emergency Response Tim Hare <i>Washington</i>	Psychological First Aid Toolkit Laura Gladrey Griebing, Paul Dreyer <i>Clark</i>
5:00 p.m.–7:30 p.m.	Social Hour and Keynote Dinner <i>Grand Ballroom</i>	
7:30 p.m.–9:00 p.m.	Keynote Address and Closing Remarks <i>Grand Ballroom</i> The Value—and Cost—of Risk Mary Gibson Scott	

LEGAL CONSIDERATIONS	PROGRAM ADMINISTRATION	STAFF TRAINING & DECISION MAKING
Contracting with Outside Organizations Catherine Hansen-Stamp, Todd Duncan <i>Clackamas</i>	Structured Interviews: Moderating Risk Acceptance Adam Brown <i>Multnomah</i>	Ambushed by Myself: Growing Beyond Several Unexpected Leadership Pitfalls Lester Zook <i>Timberline</i>
Core Workshop The Law Says Yes to Risk Reb Gregg <i>Clackamas</i>	Cases in Quantifying Risk Ross Cloutier <i>Multnomah</i>	Understanding Andragogy: Designing Your Staff Training to Motivate Adult Learners Jess Wilson, Joanna Lemmon <i>Timberline</i>
Top 10 Dos and Don'ts to Avoid Liability Tracey Knutson <i>Clackamas</i>	The Normalization of Deviance Aram Attarian <i>Multnomah</i>	A Culture of Risk Management Jonathan Igoe, Alec Norton <i>Timberline</i>
Case Study of a Major Burn Injury and the Subsequent Litigation Al Wright <i>Clackamas</i>	Climbing Incident Analysis: Mazama Case Study Doug Wilson <i>Multnomah</i>	Core Workshop Training Your Staff to be Risk Managers Liz Tuohy <i>Timberline</i>

Have You Got it Covered? Exposures That Could Lead to an Organizational and Financial Meltdown Steve Neal, Sam Daume, Mike Lucas, Don Pachner <i>Clackamas</i>	Evolution of a Process: Recording and Using Risk Management Data to Improve Your Program Nathan Trappe, Kate Farthing <i>Multnomah</i>	Core Workshop Performing Under Pressure Deb Ajango <i>Timberline</i>
Working with Minors: Legal Issues Catherine Hansen-Stamp <i>Clackamas</i>	Core Workshop Travel Health for International Programming Bill Frederick <i>Multnomah</i>	Training Your Leaders as Wilderness Medicine Instructors David McEvoy <i>Timberline</i>
Mock Trial Focus Group Tracey Knutson, Wilma Gray <i>Clackamas</i>	10 Steps to Better Risk Management Alex Kosseff, Andrew Leider <i>Multnomah</i>	Checklist Manifesto for Outdoor Programs Al Wright <i>Timberline</i>
Understanding Hotchkiss: What Happened and How it Impacts Your Program Frances Mock <i>Clackamas</i>	Core Workshop Two Silos and a Crosswalk Reb Gregg, Catherine Hansen-Stamp, <i>Multnomah</i>	Decision Making: Errors of Perception Gates Richards <i>Timberline</i>

PRE-CONFERENCE WORKSHOPS

Effective Outdoor Program Design and Management

October 13-14, two days, 8:00 a.m.–5:00 p.m.

Paul Nicolazzo, Joel Reid

Crown Zellerbach

This workshop will examine the complex relationships surrounding outdoor program design and management from the field instructor, staff trainer, and program administration perspectives 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 & Management textbook and workshop small group exercise manual (sent as pdf file prior to conference).

Inclusion and Cultural Competency for the Outdoor Professional

October 13-14, two days, 8:00 a.m.–5:00 p.m.

Rachael Price, Liz Hardwick

Clackamas

Diversity is what we are, inclusion is what we do, and cultural competence is what we need to do it. As outdoor educators continue to engage a broader range of people, our staff need the tools and training to welcome and value what this diversity brings. And this level of inclusion can only happen if we strive to gain more competence regarding the various cultures with which we work. In this seminar participants will learn how to be inclusive, how to gain more cultural competence, how to run some basic activities with their staff and participants to foster more inclusive environments, and how to manage inclusion-related incidents in the field.

Navigating Health, Safety, and Security Abroad

October 13-14, two days, 8:00 a.m.–5:00 p.m.

Bill Frederick

Weyerhaeuser

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 will include data, standards, best practices, information acquisition and vetting strategies, cross cultural implications for safety, and emergency response. The format consists of small group work on scenarios interspersed with content lectures. Participants will receive readings packet prior to the training.

NOLS Administrative Risk Management Training

October 13-14, two days, 8:00 a.m.–5:00 p.m.

Dave Yacubian, Katie Baum Mettenbrink, Brendan Madden

Clark

Using lecture, discussion, exercises, and hands-on scenarios, this two-day training will provide a structured approach and the necessary tools to build a risk management plan appropriate for your organization. You will walk away with a detailed action plan

designed to improve your curriculum, administrative process, staff hiring, field support services, and crisis planning.

WFR Recertification

October 13-14, two days, 8:00 a.m.–5:00 p.m.

Gates Richards, David Janney

Clackamas

Are your wilderness medicine protocols on the tip of your tongue or in the bottom of your pack? Join NOLS Wilderness Medicine Institute for a two-day, scenario-based course to review evacuation and decision-making guidelines. This new WFR Recertification course includes an online component. Prior to arriving at the course site, you will need to go through materials (readings and videos) and complete the written WFR Recertification test online. Once in the classroom, our dynamic, experienced instructors will refresh you on current techniques, protocols, and controversies in the wilderness medicine field. You will have opportunities to ask questions and to participate in challenging practice scenarios and case studies. The Wilderness First Responder Recertification (WFR Recertification) course includes WMI Adult and Child CPR and Airway Management certification. This course is the most popular recertification program in wilderness medicine and is ideal for current Wilderness First Responders and Wilderness EMTs. The WFR Recertification course is pre-approved for 18 hours of EMT Continuing Education Units by CECBEMS.

Communicating Through Crisis: A Holistic Approach

October 14, one day, 8:00 a.m.–5:00 p.m.

Will Marling, Skip King

Hayden

Something bad has happened, and there's no way it won't be a big story. Do you know what to say to individuals and their families who have gone through this traumatic incident, and how to respond to their emotional reactions? Meantime, the public and reporters are clamoring for all the gory details. But how do you answer all the questions consistently, while remaining respectful of both family privacy and the public's right to know? This informative and entertaining session provides skills-based protocols for understanding victim language and culture in the aftermath of a critical incident—and tools to use with public communications efforts.

Sharing in Safety: Risk Management for Corps

October 14, one day, 8:00 a.m.–5:00 p.m.

Dave McEvoy, Jarrod Ball, Rachel Lettre, Su Thieda, Jeff Parker

Pettygrove

Join other corps programs in discussing how to do what we know we need to do. Continue to build a culture of safety within your programs. Examine industry standards and risk management trends that are specific to team-based programming. Build a stronger sense of corps community by sharing your own experience, questions, and best practices.

Performing Under Pressure

October 14, half day, 8:00 a.m.–12:00 p.m.

Deb Ajango
Multnomah

Research has shown that people often do not perform well under pressure. This workshop will help audience members understand why people react as they do, both cognitively and behaviorally, in stressful situations. By using case studies and current research, the presenter will explore how modified staff trainings can influence one's response. The presenter will also offer suggestions on how one might modify his or her organizational emergency action plan so that desired behaviors are more likely. The second half of this workshop will be used to help audience members learn how to create realistic, stressful scenarios and staff trainings. Time will be allotted for participants to actually write scenarios that can be used within their organizations.

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

October 14, half day, 8:00 a.m.–12:00 p.m.

Catherine Hanson-Stamp, Reb Gregg
Overton

In this interactive session, we will ask attendees to consider several 2014-15 court opinions addressing significant legal issues in the industry. Participants will consider—and attack or defend—conflicting arguments pertaining to, among other issues: 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 or write hurts you, an organization's liability for the acts of its employees, and other timely issues.

Parent Phone Call Lab

October 14, half day, 1:00 p.m.–5:00 p.m.

Liz Tuohy, Emily Ledingham
Overton

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

The Value and Practice of Medical Screening

October 14, half day, 1:00 p.m.–5:00 p.m.

Amberleigh Hammond
Multnomah

This presentation will help field and administrative staff better understand the overall value of screening in outdoor programs. The presentation will give screening guidelines, examples, and advice as participants align their medical and psychological screening, program descriptions, student paperwork, program framing, and Essential Eligibility Criteria with current industry standards. We will discuss the predictive value of screening, what purpose it serves, student selection, and how screening fits into the organization's values/ecosystem.

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, steering committee members, and co-sponsors. 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 proceedings, 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!

EDUCATIONAL ENRICHMENT

Poster Session

Wednesday, October 14

5:00 p.m.–6:30 p.m.
Grand Ballroom

New **Green Horns to Gurus: Program Supervision Strategies for Managing and Supporting Field Staff**

Chris Benson

From green horns to gurus, staff have a range of skills and experience, but research has shown that there is not a strong relationship between experience and incident rates. “Risk homeostasis” may be occurring as staff competency and objective hazards of programs increase. To better address this, a model is presented to understand the types of mistakes and biases, as well as strengths and competencies, staff have with varying levels of experience, competency, and self-awareness.

New **Lessons from Leaving: Analyzing Student Motivations and Prevention Strategies for Early Dismissals**

Graham Ottley, Curt Davidson

This workshop seeks to explore the various motives and rationale behind early dismissals experienced by programmers. Further analysis and exploration of relevant techniques to mitigate early dismissals because of behavioral or motivational reasons will occur. A review of relevant theories and strategies will be explored in this presentation to equip programmers and field instructors with techniques borrowed from the fields of social work, psychology, and behavioral modification to help them mitigate this problem.

New **Preparation for Field Activities in Uncontrolled Environments**

New Speakers Dave Story, Pam Collins

This field safety process was designed to provide a streamlined and scalable framework for considering field hazards and devising policies and procedures to prevent and mitigate their impact. It draws upon a wide range of expertise from national and international safety, outdoors, and industry organizations.

Ready for Prime Time? Crisis Training for Traditional and Social Media

Travis Taylor, Karmina Zafiro

Crises come when you least expect them and the news media won't wait. Are you prepared to handle aggressive media under pressure in a crisis? This interactive media training session will teach attendees of all experience levels how to better communicate with the media in a crisis. Fineman PR's media experts will discuss the changing traditional and social media landscape, outline the dos and don'ts of media interviews, and conduct “live-fire” interviews to help you learn how to convey key messages effectively in a crisis.

New **Risk Management Metaphors from Baja Road Signs: A Guide to Risk Mindfulness**

New Speaker Eric Boggs

Research suggests that mindfulness training improves cognitive function and minimizes mind wandering and that enhanced attentional focus may be key to unlocking skills such as risk management. In shifting our framing from “Risk Management to Risk Mindfulness,” this poster presentation will use Mexican road signs as metaphors for mindfulness and risk management to help you engage participants and staff in the development of risk mindful habits.

New **Tough Mudder Tragedy: Lessons Learned (So Far)**

New Speaker Jill Penwarden

In 2013, a participant was fatally injured on a “Walk the Plank” obstacle at the Mid-Atlantic Tough Mudder event. His family has recently filed a wrongful death suit against Tough Mudder LP, a rescue diver and his employer, the landowner, and an event sponsor. His family claims that the event was understaffed, overcrowded, unreasonably dangerous, and misleadingly marketed. They also claim that event organizers failed to respond quickly enough to the unfolding situation. We will use plaintiffs' claims regarding this incident as examples to discuss risk management and legal concepts including third-party contracting, liability releases, staffing, marketing, indemnity, and insurance.

Structured Networking

Thursday, October 15

4:45–6:00 p.m.
Grand Ballroom

Join your peers for some engaging and informal conversations and hear how like organizations manage similar challenges. We will provide topics and facilitate the formation of small discussion groups. The goal is to provide a venue for participants to connect with others who experience similar challenges and to share ideas that will help attendees improve their programs.

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 workshops. Action steps are measurable tasks or ideas you should be able to do or implement in your program within a reasonably short timeframe. They are not meant as large sweeping changes, rather as small steps to move you forward in your risk management strategy. In some cases the action steps parallel the main take-home points of the workshop; in other cases the action steps are examples of a multitude of possible follow-up action. This year's action steps can be found on the WRMC online resource page.

PRESENTATION DESCRIPTIONS

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

Keynote Address

Friday, October 16

following Keynote dinner

The Value—and Cost—of Risk

Mary Gibson Scott

Grand Ballroom

Throughout her over-30-year career as a federal land manager, Mary Gibson Scott has both embraced and managed risk from coast to coast, most recently as superintendent of Grand Teton National Park. Sometimes these risks took the typical form of immediate threats related to visitor rescues and recoveries, and sometimes these risks were less predictable. Mary will speak about the value of risk for the human spirit and the importance of providing the possibility of failure for learning and growing. She will also share her perspectives on the most imminent risks to the future of wilderness and wild places.

Emergency Planning & Crisis Response

Thursday, October 15

Core Workshop Crisis Management: A Preplan in Action

8:30 a.m.–10:00 a.m.

Drew Leemon

Washington

Responding to a crisis, such as a participant fatality, presents a complex situation that demands a thoughtful and reasoned response. This workshop will provide attendees with an overview of the five elements of successful crisis management and 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.

New Dissecting Critical Incident Response: Applying Concepts to Your Own Program

10:30 a.m.–12:00 p.m.

Steve Smith, Amberleigh Hammond

Washington

Participants will be provided with an overview of how a national program classifies and responds to critical incidents, and will use an example unfolding in real time. We will pause at key junctures to highlight specific learning and critical decision points, provide time for discussion, and challenge participants to modify the concepts provided for their own program.

Blindspot: Near Miss Trauma

1:30 p.m.–2:30 p.m.

Brendan Madden

Washington

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.

Preparing and Executing Effective Critical Incident Simulations with Administrative Staff

3:00 p.m.–4:30 p.m.

Mark Vermeal

Washington

During this interactive lecture, participants will gain an understanding of the value of utilizing simulations to prepare administrative staff to effectively manage critical incidents. Participants will be taught a framework for conducting simulations that highlight strengths and expose gaps in their incident management. This session will discuss the benefits, relevant considerations, and potential pitfalls of conducting simulations. It will also provide participants with a continuum of simulation models that can target incident management goals.

Friday, October 16

Core Workshop Crisis Communications Boot Camp

8:30 a.m.–10:00 a.m.

Skip King

Washington

Is your organization ready to handle a catastrophic—or just plain embarrassing—incident? Are you certain? The constant evolution of the news and social media means that it isn't getting easier. In the Crisis Communications Boot Camp, we'll start at ground level to create understanding of today's media landscape, and how and why it works the way it does. You'll learn how to identify the key people within your organization who can handle the most sensitive aspects of crisis communications, gain insight into how to develop their skills, and learn how to leverage your external resources to facilitate smooth management. And you'll emerge with the tools needed to create a functional emergency communications plan.

Practicing Your Worst Nightmare: A Realistic Emergency Response Scenario

10:30 a.m.–12:00 p.m.

Gretchen Ostherr, Frances Mock

Washington

This session will use a complex yet realistic scenario of a serious incident in a front country outdoor program to help you identify operational and legal concerns and practice your response. Small groups will discuss evolving phases of a scenario and respond to specific questions in a limited timeframe. After each phase of the crisis unfolds, key legal and operational considerations will be reviewed. Attendees will leave with a hands-on training activity that can be adapted and replicated in their own programs.

Core Workshop Risk Management: The Traumatic Aftermath

1:30 p.m.–3:00 p.m.

Will Marling

Washington

This workshop is an introduction to processes and protocols for addressing the traumatic impact on clients, staff, and responders in the aftermath of a traumatic critical incident. It is based upon 40 years of field-tested, evidence-informed best practices in the area of trauma mitigation and education.

New Tower of Babel: Complexities in Inter-Cultural Emergency Response

3:30 p.m.–5:00 p.m.

Tim Hare

Washington

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

Field Practices

Thursday, October 15

Core Workshop Supporting Struggling Participants: Managing Behavioral and Mental Health Issues

8:30 a.m.–10:00 a.m.

Katie Baum Mettenbrink, Emily Ledingham

Clark

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

This workshop is targeted toward field staff and administrators in non-therapeutic programs.

Medical Topics for Remote and Wilderness Medicine

10:30 a.m.–12:00 p.m.

David Johnson

Clark

In this session, we will review some important old, new, and ongoing controversial/confusing medical topics relevant to work in remote areas. There will be time for participants to share their thoughts and ask questions, so please come prepared.

New Developing a Culture of Risk Management Throughout Your Higher Education Institution

1:30 p.m.–2:30 p.m.

New Sneaker Paul Tame

Clark

Academic outdoor education and wilderness based orientation programs tend to be run by seasoned practitioners with an appreciation for risk management systems. However, within many institutions, the standard of risk management in other (academic and student led) programs operating in the backcountry can vary widely. This workshop will focus on sharing solutions to the challenges colleges and universities are facing regarding raising the standard of risk management across all departments and developing a common core of risk management values.

Case Studies in Wilderness Medicine: Matters of Judgment

3:00 p.m.–4:30 p.m.

Shana Tarter

Clark

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

Friday, October 16

New Rejecting The Binary: The Benefits of Considering Emotional Risk for LGBTQ Individuals

8:30 a.m.–10:00 a.m.

New Sneakers Kira McGieson, Elyse Rylander

Clark

While physical risk management is an integral component in any outdoor programming, less attention can be given to emotional risk management. Luckily, certain physical risk management tools that are very familiar to outdoor educators can easily be applied to emotional risks that are specific to the LGBTQ community. By using pre-existing risk management frameworks, we will empower our audience to feel comfortable working with LGBTQ issues that may be unfamiliar or uncomfortable and to institute organizational changes that will create safer programming for LGBTQ individuals.

New **Minimizing Risk When Working with 'At-Risk' Populations**

10:30 a.m.–12:00 p.m.

New Speakers Kati Mayfield (Facilitator), Becca Polglase, Diane Girard, Julie Dubin
Clark

As the demographic profile of our country shifts, so does that of our industry. More of us are being challenged to develop new, or adapt current, programs to meet the demands of new communities. Join us for a panel discussion to understand what additional risk you might assume when investigating new types of programming, and what the best practices are to mediate such risk.

'I'm Not Like the Others:' Three Activities to Minimize the Emotional Risk of Exclusion

1:30 p.m.–3:00 p.m.

New Speaker Rachael Price
Clark

We want to broaden the reach of our programs to more and different people, but are we ready to manage the emotional risks that come with this diversity? How can our programs provide an experience that best honors this diversity while maintaining positive outcomes? This interactive workshop will help you train your staff to conduct three activities that set up an inclusive environment in your program.

New **Psychological First Aid Toolkit**

3:30 p.m.–5:00 p.m.

New Speakers Laura Gladrey Griebing, Paul Dreyer
Clark

Psychological First Aid (PFA) has been internationally used in disaster and conflict areas as a means to reduce morbidity from Post Traumatic Stress Disorder (PTSD) and to build resilience in first responders and people affected by traumatic events. In the recent years, the NOLS Wilderness Medicine Institute has initiated the application of PFA in wilderness (education) settings as a means to equip first responders with practical tools to offer psychological first aid in settings where formal debriefing is not practical or useful. This 90-minute, hands on, collaborative workshop will present an overview of the history of PFA, teach the neurobiology of PFA, and present transferable, practical skills that can be used by medical and non-medical responders alike.

Legal Considerations

Thursday, October 15

Contracting with Outside Organizations

8:30 a.m.–10:00 a.m.

Catherine Hansen-Stamp, Todd Duncan
Clackamas

In this session, we will highlight six key elements of an organization's contracting relationship with vendors, outside organizations, or other third parties, focusing on one of those key elements: the written contract. Among other critical issues, we will discuss the value in clarifying the parties' respective responsibilities

and liabilities and engaging in informed negotiation, providing examples of our own experiences from both a legal and program perspective. Arrangements discussed include an organization subcontracting a portion of its programming, teaming up on a mutual services arrangement, and facilities use or rental. Time is reserved for interactive dialogue with attendees regarding their questions and experiences in dealing with these contracts.

Core Workshop **The Law Says Yes to Risk**

10:30 a.m.–12:00 p.m.

Reb Gregg
Clackamas

In recent years the the law has moved with increasing clarity and frequency to an acknowledgment of the value of adventure and risk in promoting personal development and a healthy society. This acknowledgment plays out in evolving notions of an organization's duty of care to its clients in certain types of activities pertinent to our audience. We will cover this and other trends in areas of the law fundamental to our industry, including negligence and defenses to claims of negligence (inherency of the risks, assumption of risks, and waivers) and the not-so-minor problem of dealing with minors.

Top 10 Dos and Don'ts to avoid Liability

1:30 p.m.–2:30 p.m.

Tracey Knutson
Clackamas

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

New **Case Study of a Major Burn Injury and the Subsequent Litigation**

3:00 p.m.–4:30 p.m.

New Speaker Al Wright
Clackamas

Explore a recent case study with organizational lessons that impacted risk management policy. Specific applications for your organization's risk management plans and safety protocols related to outdoor equipment use and inspection,

emergency responses, release forms, and litigation preparation. This workshop is based on a real accident that provides a clear connection between field practices and the litigation process.

Friday, October 16

Have You Got it Covered? Exposures That Could Lead to an Organizational and Financial Meltdown

8:30 a.m.–10:00 a.m.

Steve Neal, Sam Daume, Mike Lucas, Don Pachner

Clackamas

Sexual misconduct, wrongful termination, data breach, crisis response, medical malpractice. What do all of 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, during the various stages of an incident response. During this session a series of scenarios and guided discussion will explore the complexities of managing exposures and incidents through the lens of an insurance policy.

Working with Minors: Legal Issues

10:30 a.m.–12:00 p.m.

Catherine Hansen-Stamp

Clackamas

Cathy will discuss a selection of legal issues associated with minor participants in your programs. What is “in loco parentis” and the duty of care owed to a minor regarding supervision and instruction? What about free or unstructured time and a child’s personal responsibility? What role does information exchange play with the participating minor and her parent? Can a child release a program from liability, or assume certain risks? What are the evolving legal and risk management issues regarding potential sexual abuse? Come to learn and share your thoughts and perspective.

Mock Trial Focus Group

1:30 p.m.–3:00 p.m.

Tracey Knutson, Wilma Gray

Clackamas

This focus group research format allows the trial attorneys to test lawsuit themes, assess the strengths and weaknesses of the positions, and ultimately identify and craft a persuasive argument strategy. Participants will play an active role as members of a jury focus group, listening to experienced trial attorneys present limited, short segments of evidence for a mock trial case involving a wilderness recreation organization that has been sued. A moderator will stop frequently to probe the participants with questions for discussion, reactions, feedback, input, attitudes, and beliefs about the evidence presented. As additional topics are raised, they can be pursued further by the attorneys presenting evidence within the Mock Trial.

New Understanding Hotchkiss: What Happened and How it Impacts Your Program

3:30 p.m.–5:00 p.m.

Frances Mock

Clackamas

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 tick bites and protect the student from ticks even though, according to the CDC, she was the first U.S. traveler to contract TBE in China. The court thus found a duty even though the risk was unprecedented and unforeseen. The case is based on Connecticut law and is currently on appeal. This presentation will explain the facts, the ruling, the issues it raises, and how it impacts programs in and outside Connecticut.

Program Administration

Thursday, October 15

New Structured Interviews: Moderating Risk Acceptance

8:30 a.m.–10:00 a.m.

New Speaker Adam Brown

Multnomah

Organizational interview and selection practices constitute a significant opportunity to mitigate risk exposure. This session will present arguments for the connection between interview structure and selection of optimal candidates by minimizing the more subjective impacts of human perception and judgment in the selection process. Participants will attempt to identify gaps in their own hiring practices and identify ways to mitigate organization risk before your staff is even hired!

Cases in Quantifying Risk

10:30 a.m.–12:00 p.m.

Ross Cloutier

Multnomah

This presentation looks at two recent cases where attempts to quantify, and score, risk have been applied. The first case is an application of ISO 9001 risk management standards to the Torngat Mountains National Park in northern Labrador. The second case will look at the newly developed “SAR Risk Assessment & Decision Making” tool which assists search and rescue responders in assessing the risk before responding. There are significant applications for all wilderness risk managers in looking at how these two leading-edge cases apply to other wilderness risk management situations.

The Normalization of Deviance

1:30 p.m.–2:30 p.m.

Aram Attarian

Multnomah

Normalization of deviance demonstrates a human tendency to deviate from established standards. The problem with deviating from original standards is that most of the time nothing negative happens. The fact that there are no repercussions reinforces the deviant behavior until the behavior is accepted as the new norm.

This workshop will explore ways of recognizing, evaluating, and preventing normalization of deviance. As a group, we will share examples and management practices that work for creating a culture that addresses this phenomenon.

New Climbing Incident Analysis: Mazama Case Study

3:00 p.m.–4:30 p.m.

New Speaker Doug Wilson

Multnomah

Your organization collects incident reports, but how do you get the most useful information about root cause to educate your leaders? This case study of Mazama climbing incident analysis can provide a starting point to identify your top incident types, brainstorm root cause variables using Ishikawa diagrams, and do some simple commonality analysis to understand what factors your leaders should know about reducing incidents in the future.

Friday, October 16

New Evolution of a Process: Recording and Using Risk Management Data to Improve Your Program

8:30 a.m.–10 a.m.

New Speakers Nathan Trappe, Kate Farthing

Multnomah

For 20 years, Broadreach has taken thousands of students on adventure programs to over 45 different countries. As with most small organizations, our approach to collecting risk management data and applying this information to improve our programs has not always been easy or effective. In this session we demonstrate how our processes have improved and share our future goals for using data to better manage risk through informed program design, training, and advanced analysis.

Core Workshop Travel Health for International Programming

10:30 a.m.–12:00 p.m.

Bill Frederick

Multnomah

This workshop is intended to assist trip leaders and administrators to make informed decisions about health and medical strategies for their programs operating overseas. We will survey the data on traveler illness and injury and look at how to access information for particular destinations. We'll look at prevention and avoidance of travel-related health issues and diseases. We will look at the options for strategic response planning for injury and illness, particularly when traveling in low and middle-income countries.

10 Steps to Better Risk Management

1:30 p.m.–3:00 p.m.

Alex Kosseff

New Speaker Andrew Leider

Multnomah

Risk management reviews are a powerful tool for identifying gaps in safety practices. Learn how the Outdoor Safety Institute

has used reviews to identify 10 important but relatively simple risk management steps that many programs aren't taking. The steps involve aspects of management, organizational culture, staffing, crisis response, field practices, training, and transportation. This session (and 20-page guide) provides resources to navigate these 10 challenges plus ideas on assessing and improving risk management practices and culture in your organization.

Core Workshop Two Silos and a Crosswalk

3:30p.m.–5:00 p.m.

Reb Gregg, Catherine Hansen-Stamp

Multnomah

Using the anagrams DEEPGRASS and CLIPPERS, we will discuss the two silos of an effective risk management plan—managing the risk of loss to the client and to the organization—and identify their interrelationship. We will explore the most common sources (the “deep grass”) of problems and legal claims arising from an organization's operations, including the exchange of information, reacting to the critical incident, and the supervision and separation of clients; and then move to a consideration of how a responsible organization prepares (“clippers”) for such claims, including the wise use of professionals, understanding the law, standards and prevailing practices, and allocating liability for losses.

Staff Training & Decision Making

Thursday, October 15

Ambushed by Myself: Growing Beyond Several Unexpected Leadership Pitfalls

8:30 a.m.–10 a.m.

Lester Zook

Timberline

Our understanding of the human element as a causative factor in accidents and incidents continues to grow. Early efforts focused on “reading our guests/students,” group tenor and dynamics, and the “dangerous client.” More recently, focus has broadened to self awareness: what is inside me, the leader, that could contribute to a disaster? This workshop will unpack several well-known internal elements (routine/competence, social anxiety, and ego), and some lesser explored dimensions (leadership team dynamics, overly directive styles). The intent is to provide leaders with some tools and prods toward greater self awareness, as well as supplying staff trainers with language to use in leadership preparation. Format will be some lecture content, as well as frequent opportunities to personally reflect and share in small groups.

New Understanding Andragogy: Designing your Staff Training to Motivate Adult Learners

10:30 a.m.–12:00 p.m.

Jess Wilson

New Speaker Joanna Lemmon

Timberline

Have you ever looked into the eyes of staff or volunteers during a training and seen confusion and/or disengagement?

As risk managers, we know how important it is for trainees to understand and participate. This workshop delves into that disconnect by exploring Adult Learning Theories (Andragogy) that motivate and engage. Participants will have time to explore their own training challenges and identify where incorporating Adult Learning Theory can make their staff trainings effective and successful.

New **A Culture of Risk Management**

1:30 p.m.–2:30 p.m.

New Speakers Jonathan Igoe, Alec Norton

Timberline

What factors help staff and participants buy into a risk management plan? When risk management is a mindset, not just a binder on a shelf, staff and participants benefit and the organization is stronger as a result. The presentation will focus on staff training and group management strategies that have worked at Overland.

Core Workshop **Training Your Staff to be Risk Managers**

3:00 p.m.–4:30 p.m.

Liz Tuohy

Timberline

You don't have very much time to train staff. But you can take advantage of every interaction with them that you have, from hiring to season wrap up to all the conversations in between. In addition, you can influence your organizational culture with a series of complementary interventions. Take a systems approach to field-based risk management training in this workshop, which will include lecture, small group exercises, and reflection on your program.

Friday, October 16

Core Workshop **Performing Under Pressure**

8:30 a.m.–10:00 a.m.

Deb Ajango

Timberline

This workshop will provide audience members with an understanding of how (and why) people tend to react as they do, both cognitively and behaviorally, in highly stressful situations. Additionally, the presenter will explore how quality training can positively influence one's response. The presenter will offer suggestions and share ideas from the pre-conference workshop on how people might modify their staff trainings and/or organizational emergency action plans so that desired behaviors are more likely.

Training Your Leaders as Wilderness Medicine Instructors

10:30 a.m.–12:00 p.m.

David McEvoy

Timberline

Every backcountry traveller needs to understand the basic principles and concepts of wilderness medicine, regardless of whether they have an official wilderness medicine certification. Similarly, outdoor leaders with no formal wilderness medicine instructor training need to have a concise and practical approach to presenting this information, just as they would have for setting up a backcountry camp or teaching wilderness navigation. This session will give participants a two- to four-hour wilderness medicine curriculum and teaching tips that they can pass along to their field staff, with the understanding that these staff will not be wilderness medicine instructors and may not even have significant medical training.

New **Checklist Manifesto for Outdoor Programs**

1:30 p.m.–3:00 p.m.

New Speaker Al Wright

Timberline

The Checklist Manifesto: How to Get Things Right is a *New York Times* Best Seller written by Atul Gawande. Dr. Gawande brought the concept of research-based protocols combined with operational “checklists” to surgical practice. Implementation of simple checklists had a dramatic decrease in surgical complications and death rates. Explore the application of Gawande's simple principles garnered from the fields of medicine, construction, and aviation to operational issues in common adventure activities.

Decision Making: Errors of Perception

3:30 p.m.–5:00 p.m.

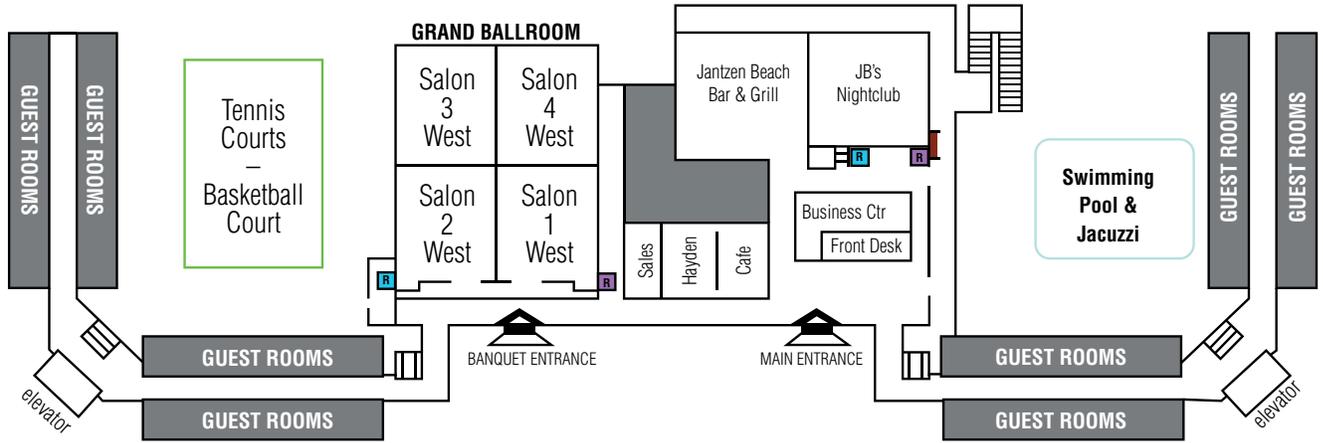
Gates Richards

Timberline

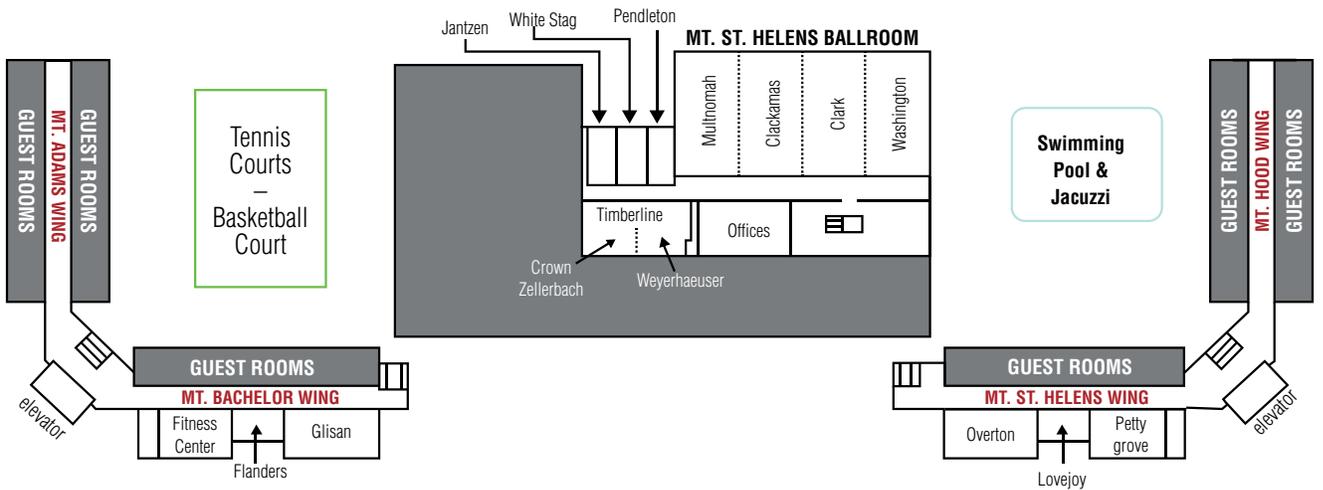
In this session, we will explore the neurobiological factors of perception that contribute to human errors in decision-making. Using video, activities, and magic, we will experience and discuss errors of attention, errors of pattern recognition, and priming errors. Though we cannot eliminate these hazards from our decision-making process, we can recognize their effects, account for their presence, and minimize the chances of significant fallout from the traps they set. By increasing our awareness of how the brain processes information, we can take steps toward being more deliberate in our decision-making awareness, and perhaps make more consistently good decisions. This presentation continues to evolve, and repeat attendees will receive a mixture of old and new activities.

Hotel Floor Plan

Lobby Level: 2nd Floor



Lobby Level: 1st Floor



Lower level meeting rooms can only be accessed through the 2nd floor WING elevators and stairs

SPEAKER BIOGRAPHIES

Deb Ajango has presented nationally and internationally on the topic of risk management, emergency action planning, and wilderness medicine. In 2012 Deb was awarded the Reb Gregg Award for “exceptional leadership, service, and innovation in wilderness risk management,” and in 2014, Deb received the Paul Petzoldt Award for “excellence in wilderness education.” Deb is owner and director of SafetyEd. She also works as an instructor for Wilderness Medical Associates.

Aram Attarian, Ph.D. recently retired from NCSU where his teaching and research focused on the human dimensions of outdoor recreation. Aram has spent over 40 years in the field of adventure education and outdoor leadership working with a variety of populations and settings. He currently serves on the NCOBS board of directors where he chairs the Safety Committee. He is co-editor of *Technical Skills for Adventure Programming: A Curriculum Guide* (Human Kinetics, 2009), and is the author of *Risk Management in Outdoor and Adventure Programs: Scenarios of Accidents, Incidents, and Misadventures* (Human Kinetics, 2012). Aram was recently awarded the John McGrory Award (2014) recognizing his “unique contributions that enhance safe Outward Bound participation for students and staff.”

Jarrold Ball is the Western regional program director for the Student Conservation Association. He has led youth and adult trails teams, instructed trails maintenance and construction, and spent winters working as a professional ski patroller. Prior to his move to the outdoor industry, Jarrold evaluated and mitigated risk as a small business owner, manager, and officer of a title insurance agency. An Idaho native, he can now be found skiing, climbing, and generally recreating with his family outside of Seattle, Washington.

Chris Benson spent his formative years growing up in New Mexico, and after graduating in 2006 from Western State Colorado University with a B.A. in geology, has enjoyed extensive field work as a river guide, mountain guide, ski patroller, avalanche forecaster, outdoor educator, and most recently, as the Southwest program director for the Colorado Outward Bound School. He has worked over 1,000 days in the field in places like Utah, Colorado, Alaska, Washington, and Ecuador.

Eric Boggs, M.S., M.A.T., has worked in outdoor and experiential education for over 15 years. Eric is currently the assistant director for Experiential Learning at University of Oregon’s Holden Leadership Center, field staff for NOLS, a Wilderness First Aid instructor for WMI, and a Leave No Trace Master trainer. As an educator, Eric uses metaphors and humor to convey his messages. As a student, Eric practices mindfulness to balance the subjective hazards of spontaneity and creativity.

Adam Brown is a program quality manager at the Student Conservation Association. He joined SCA in 2007 and held a variety of field leader positions before transitioning into a staff

position in 2012. He is currently focused on supporting program quality through analysis of organizational systems and processes, training implementation, and risk management. Prior to his work with SCA, Adam worked as an aquatics facility manager, river outfitter, and ski instructor at Massanutten Resort while attending college at nearby Eastern Mennonite University.

Ross Cloutier is the founder of the Adventure Studies Department at Thompson Rivers University in Kamloops, British Columbia and the owner of Bhudak Consultants Ltd., which specializes in providing outdoor-related risk management services to schools, colleges and universities, businesses, and governments. Ross is recognized as a global authority in adventure-related legal liability and risk management and has worked in over 40 countries. He has conducted dozens of program reviews, accident investigations, hazard assessments, and risk management strategies.

Pam Collins is a field safety specialist working on the Global Field Safety team for ExxonMobil. She is a former Boy Scouts of America leader for her Eagle Scout son’s troop in Houston, Texas, and has extensive experience backpacking and hiking with the Boy Scouts and ExxonMobil. Pam is a certified risk assessor for the EM Global field safety process which includes scouting new locations and assessing risks.

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 26 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 and colleges and universities of all shapes and sizes as well as several well-known outdoor educational institutions. Married 27 years with two kids, Sam loves the outdoors and traveling with his family. His highlights include climbing and hiking in national parks, fly fishing for salmon in Quebec, and a family trip to South Africa. He is an active member of Massachusetts Audubon, Appalachian Mountain Club, Trustees of the Reservation, and Sierra Club.

Curt Davidson is a doctoral student at Indiana University. His research focus is on social support, group development, and a multitude of outcomes of adventure education. He also published a book on facilitating student learning last year. Curt has worked as an instructor with a number of organizations including Outward Bound and Summit Adventure.

Paul Dreyer was born in South Africa and moved to the United States as a small child. He has continued to seek out travel, adventure, and education ever since. Paul has worked in and around the worlds of experiential education, leadership development, and group psychology for over 18 years. He has

had the opportunity to work at a variety of organizations and to support a diverse spectrum of students and clients. Across these organizations, Paul's scope of practice has also been varied: he has worked as a facilitator, curriculum designer, expeditionary leader, risk management consultant, staff trainer, and counselor. Currently, Paul works primarily as a consultant with a number of educational organizations, including Avid 4 Adventure, the Cottonwood Institute, the Tandana Foundation, Where There Be Dragons, and NOLS, where Paul is a senior instructor for NOLS Wilderness Medicine Institute. Much of Paul's experience comes from teaching, leading, and counseling groups in remote and challenging settings or environments around the world.

Julie Dubin has spent much of her life exploring the great outdoors in Colorado (her home state), around the United States, and in as many faraway places as possible. Julie's extensive travel, her service as a park ranger in Colorado, her work as a naturalist guide in the Ecuadorian Amazon, and her work at Children's Environmental Trust Foundation International (CET) laid the groundwork for her to co-found Global Explorers, now No Barriers Youth. Over the last 11 years of her work with Global Explorers she developed, implemented, and managed international and domestic educational experiences for students from around the U.S. She is considered an expert on ecotourism and educational travel and has participated in international forums on these topics. She recently transitioned to a new position at No Barriers as director of human resources. As part of her work, she also directs risk management for No Barriers.

Todd Duncan has managed and directed adventure, research, and education programs on five 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), he now helps administer operations as program safety manager for the Sierra Club.

Kate Farthing is in her eighth year at Broadreach and currently acts as the director of field operations, which includes overseeing both general and program-specific risk management practices. Her perspective ranges from being a field instructor for many years to coordinating and scouting programs to her current position overseeing the team of program coordinators at Broadreach. Kate has attended the NOLS Risk Management Conference three times.

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 eight years and as an instructor and 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.

Diane Girard has been serving clients in the area of risk management and insurance for over 30 years. Relationship development is key to the depth of her work with clients. She brings many years of underwriting experience from working within insurance companies, giving her a unique perspective in serving her clients. Diane joined Durham & Bates in 2006. Durham & Bates is a 108-year-old local and employee-owned Portland, Oregon firm. She is an agent and works with many nonprofit clients as well as those in the for-profit sector. She holds both CPCU and CIC designations, as well as a degree in education. Diane has lived in the Portland area for 20 years, having grown up and lived in Minnesota prior to that. Outdoor activities include hiking, skiing, snowshoeing and cycling are among the things she loves to do in her free time.

Wilma Gray, born in Ontario, Canada, received her B.A. degree from Queen's University in 1984 and J.D. from New College of California in 1996. She has been practicing law since being admitted to the California Bar in 1997, joined McNamara Law Firm in California 1998, and became a partner in 2005. Wilma is a member of the State Bar of California, the American Board of Trial Advocates, the International Society of Barristers, the American Bar Association, the Contra Costa County Bar Association, and the Association of Defense Counsel of Northern California. When not working in trial or deposition, she loves to get outdoors to enjoy hiking, canoeing, biking, skiing (cross-country and downhill), and snowshoeing. Winter recreation time is spent volunteering at the Disabled Sports USA Ski School at Alpine Meadows at Tahoe.

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

Laura Gladrey Griebing, following years of working in high stress situations, developed an interest in the impact of stress on patients and colleagues alike. Her background in international work, emergency medicine, infectious disease, and family practice gives her a unique 'bag of tricks' to share with her patients and students. After many years of guiding in both the mountain and whitewater settings she has turned her attention to international work, teaching and providing care in remote settings such as Dominican Republic, Ecuador, Chilean Patagonia, Uganda, and Southern Sudan. She has recently completed a post-masters in psych-mental health, with an emphasis on trauma and stress integration. An instructor for NOLS Wilderness Medicine Institute for many years, Laura has a passion for education, specifically in the outdoor setting.

Amberleigh Hammond is a program quality manager and functions as the national medical screener for the Student Conservation Association. Her primary focus is screening, leader training, incident response, and compliance with field standards. Prior to the SCA, Amberleigh was at Outward Bound for six years as the national senior medical screener for OBUSA. Amberleigh teaches wilderness medicine courses and is an EMT and ski patroller. This will be her second year serving as a WRMC Steering Committee member.

Catherine Hansen-Stamp is an attorney in Golden, Colorado, where 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 articles for the ACA Campline.

Liz Hardwick has been a NOLS instructor since 2002. With over 170 weeks teaching NOLS courses, she has worked in many countries and in many skill types. As well as field courses, she teaches cultural competency and leadership training seminars for NOLS instructors. Prior to coming to NOLS, she worked in the nonprofit sector doing youth addictions counseling and social justice work.

Tim Hare has worked in outdoor and international settings for the past 16 years. He has worked as a climbing and mountaineering instructor, trainer and course director for Outward Bound throughout the western U.S., Alaska, and Patagonia, and as an instructor and program director for Where There Be Dragons in Bolivia and Peru. He has given professional trainings to Outward Bound and Dragons' instructors, school faculty, and to conference attendees. Working in his current position as director of risk management at Dragons, he has been keen to explore the challenges and lessons from engaging and managing risk in dynamic, culturally nuanced, international settings. Tim believes healthy risk taking is essential for living an inspired and full life.

Jonathan Igoe has worked with students in schools, recreation programs, and summer camps for the past 20 years. A 1997 graduate of Yale, Jonathan is a director at Overland where he hires a staff of 200 leaders. He lives in Williamstown, Massachusetts with his wife and three children.

David Johnson has been a medical educator and practitioner for over 35 years. He has presented at many of the WRMC meetings on topics including medical/psychological screening and OSHA standards and medicine. He is uniquely qualified to offer practical insights and suggestions on a wide range of medical topics that are relevant for people who play, work, and learn in remote and difficult environments.

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 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 Outward Bound.

Tracey 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 of the Outdoor Safety Institute, and author of the AMC Guide to Outdoor Leadership. Over 50 outdoor education, adventure, and conservation programs have benefited from risk management reviews he has conducted. As the Appalachian Mountain Club's first risk manager, Alex established risk management systems for over 8,000 annual trips. Based in Boulder, Colorado, he is an active outdoor instructor, climber, backcountry skier, and packrafter.

Emily Ledingham is a senior NOLS field instructor and administrator. She has accumulated over 130 weeks of experience instructing hiking, mountaineering, whitewater, and backcountry ski courses. Emily currently supervises faculty and risk management as a program supervisor at NOLS Rocky Mountain and NOLS Yukon.

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*.

Andrew Leider specializes in program design and strategy for organizations in transition. He is a leadership coach for social and environmental professionals and senior consultant at Potrero Group. Andrew is the founder of two nonprofit educational organizations and has held leadership positions with Montana Yellowstone Expeditions, Voyageur Outward Bound School, and the Golden Gate National Parks Conservancy. He lives in San Francisco, California, where he is teaching his 3-year old daughter to surf, climb, and navigate BART.

Joanna Lemmon is the Appalachian Mountain Club's Youth Opportunities Program programming manager. Over the last five years, Joanna has been delivering outdoor leadership trainings to youth workers, teachers, and volunteers to equip them with the skills, knowledge, and resources to get urban youth into the outdoors. Prior to working with the AMC, Joanna volunteered for the Sierra Club's Inspiring Connection Outdoors and Parks and People in Baltimore, working to engage urban youth in the natural environment.

Rachel Lettre is SCA's Eastern regional program director and joined SCA in 2001. Rachel is responsible for the development and oversight of SCA's Eastern Programs including national high school crews, community programs, corps programs, and interns. In this role, she works collaboratively with federal, state and local land management agencies, nonprofit organizations, and partner organizations to develop innovative conservation service programs. Rachel brings over 14 years of experience engaging underserved populations in urban communities including Washington, D.C.; Newark; Baltimore; Philadelphia; and New York City. She received a B.A. in outdoor recreation and resource management from Indiana University and a postgraduate degree in outdoor education from Edinburgh University. Prior to SCA, Rachel worked as an environmental and outdoor educator in residential, backcountry, and urban settings.

Mike Lucas has 29 years in the insurance industry working as a risk management consultant and insurance broker for clients in manufacturing, engineering, public and independent schools, and experiential education. He and his team at Fred C. Church Insurance have gained in-depth experience and deep appreciation for the world of experiential education working with current clients that range from Aerie Backcountry Medicine to World Leadership School, SCA, and Outward Bound. Mike also brings invaluable experience as a fire protection engineer, safety engineer, industrial engineer, lumberyard worker, and textile worker. A father of three nearly all grown children, Mike lives on Emerson Pond in Rindge, New Hampshire where hiking, skiing, biking, snowshoeing, and kayaking are all enjoyed right outside his back door.

Brendan Madden is national director of operations 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.

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.

Kati Mayfield manages the youth outreach and volunteer programs at the Mazamas. She grew up in Colorado and moved to Oregon in 2010 to serve as an AmeriCorps VISTA volunteer. Kati joined the Mazamas as volunteer manager in 2012. Shortly thereafter she began piloting programs and partnerships to bring more youth into the Mazamas, and in 2015 launched the Mazama Mountain Science Program, an overnight residential outdoor education program designed to introduce classrooms of fifth graders to the wonders of the alpine environment. An inquisitive newbie in the fields of outdoor recreation and education, Kati looks forward to hearing from the experts at this conference.

Dave McEvoy began volunteering for the Student Conservation Association in 1983 and has worked for SCA, the NPS, USFS and other outdoor and land management organizations since that time. He has worked as a paramedic since 1990 and founded Aerie in 1995. With Aerie, Dave trains his staff to teach wilderness medicine courses to outdoor organizations and the U.S. military throughout the U.S., in addition to teaching courses in Central America, Africa, and Asia.

Kira McGieson is a Northwest native and spends her time in, on, and around the beautiful water of the Seattle area. She is a Wilderness First Responder and an ACA Level III coastal sea kayak instructor with five years guiding and teaching experience. Getting her start in the San Juan Islands of Washington state at YMCA Camp Orkila, Kira has trained new instructors and led a four-week sea kayaking course for youth. Be sure to ask her about the nine-day backpacking trip she led with women who were up to 50 years her senior! Kira has enjoyed facilitating workshops on working with LGBTQ youth with organizations such as the Northwest Outward Bound School, the YMCA, as well as at the AEE international conference. Kira feels lucky to be able to combine her passion for LGBTQ advocacy with her passion for working with youth outdoors in her work as program director for OUT There Adventures.

Katie Baum Mettenbrink has worked for NOLS since 2003, where she currently provides risk management consulting and training to organizations around the world as the leader of NOLS Risk Management Services. She is a senior field instructor with over 135 weeks of experience on extended wilderness expeditions in the Western U.S., Alaska, and Chilean Patagonia. Before landing in her current role, she supervised faculty, risk management, curriculum, and student outcomes as the program manager at NOLS Alaska and oversaw hiring and strategic growth of the professional training instructor pool as the staffing coordinator for NOLS Professional Training. She serves on the steering committees for the WRMC and the NOLS Faculty Summit, and lives in Lander, Wyoming with her husband.

Frances Mock is an attorney specializing in advising outdoor education and recreation programs. She is counsel to NOLS, Outward Bound, L.L. Bean Outdoor Discovery School, and other clients providing advice about responding to serious incidents, claims, and lawsuits, as well as other matters such as ADA compliance, liability release forms, contracts, and general risk management. Frances worked as a Class V whitewater rafting guide, volunteer cross country skiing instructor for special needs populations, and in other adventure-based industries for 10 years before becoming an attorney.

Steve Neal, risk management officer for Outward Bound USA and a member of the WRMC co-sponsor committee, has been a risk management and safety professional for 40 years. After an early career as a paramedic, he developed a keen understanding of the importance of proactive loss prevention. His career spans his current position with Outward Bound; nine years as risk manager for the city of Portland, Maine; 20 years in the ski industry focusing on insurance, safety, and risk management; and six 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.

Paul Nicolazzo is an outdoor professional with over 35 years experience leading trips, training staff, and designing and managing outdoor programs, including 22 years with Outward Bound as an instructor, staff trainer, climbing specialist, whitewater specialist, and program director. He has authored numerous books, field manuals, and articles on wilderness medicine and outdoor program risk management. Paul has extensive technical and field expertise in general mountaineering, ski mountaineering, rock climbing, canyoneering, and all inland whitewater and expedition paddle and rowing sports.

Alec Norton has worked in the outdoor industry for the past nine years, as an outdoor trip guide in Vermont, Alaska, and Tanzania; a guide on a cross-country bicycle trip; and now as the director of operations and risk management at Overland. He has an M.A. in history from Stanford. A Wilderness-EMT, he oversees Overland's trip planning and risk management teams and manages staff training.

Gretchen Ostherr has over 25 years of outdoor education instruction and leadership experience. She is the senior manager of L.L.Bean's Outdoor Schools, overseeing all aspects of their programs, which served over 130,000 people in stores and in the field in 2014. Prior to L.L.Bean, Gretchen held leadership positions at HIOBS, as a program director and the director of new program development, and at Outward Bound USA where she was the director of the Outward Bound Training Institute. She has a M.Ed. from Harvard University.

Graham Ottley works with Outward Bound California's High Sierra and Joshua Tree programs and serves as program director and safety director for the organization. In addition to Outward Bound, Graham has been involved with a number of outdoor organizations including the SCA, Nantahalla Outdoor Center, NOLS, and Nature Bridge. He holds a MBA focusing on non-profit administration and enjoys playing outdoors as much as possible.

Don Pachner turned his outdoor organization and environmental organization volunteer work into specialty insurance brokerage firm Pachner & Associates, LLC in 2003 to serve the wilderness recreation, nature and outdoor education, environmental conservation, and research communities. He is on the America Outdoors Association Insurance committee, the National Park Service Advisory committee sub-group on insurance requirements, and has regularly taught insurance courses for AMGA mountaineering guides and guide services.

Jeff Parker is the executive director at Northwest Youth Corps (NYC) based in Eugene, Oregon. NYC works throughout a four-state area, serving over 1,000 young adults each year in outdoor conservation programs that combine education, leadership, community, empowerment, and challenge. Jeff began with NYC in 1994, after applying for what he thought would be a summer job. Two decades and many pairs of work boots later, he remains as passionate about the transformational power of Corps programs as he did on day one. Jeff holds a B.A. in political science from the University of Washington and an M.S. in environmental science from the Evergreen State College. He is a member of the Corps Network Board of Directors and serves on the Steering Committee of the Public Lands Service Coalition. Jeff and his family call Eugene home, but they play and adventure throughout the Pacific Northwest.

Jill Penwarden is an attorney and partner at Rimon, PC in Lake Tahoe, California, where she practices in the areas of sports and recreation defense and business litigation. Jill represents recreation providers including ski areas, resort owners and operators, travel outfitters, golf courses, and climbing gyms. She defends her clients against lawsuits and provides advice on risk management, insurance, and corporate matters. Jill is a graduate of the University of California at Berkeley, Boalt Hall School of Law.

Becca Polglase has been in the outdoor experiential and adventure education field for 17 years and is currently the director of education at The Mountaineers. She has a Master's in organizational management and leadership, and is trained as a YMCA Working With Youth trainer, Teen Leadership director, and Day Camp director. Becca has a decade of experience building successful partnerships with youth-serving agencies to provide meaningful outdoor experiences for youth from a wide variety of demographics. An outdoor enthusiast, astronomy and geology hobbyist, occasional tide-pooler and lover of Ponderosas, she spends her free time skiing, canoeing, canyoneering, biking, hiking, and exploring.

Rachael Price, NOLS diversity and inclusion manager, began instructing for NOLS in 1988 and has since served the school in numerous roles. As the Spanish programs coordinator, she developed and successfully ran local educator courses and fostered relationships with communities in Mexico and Chile. As a program account manager and risk management consultant for NOLS Professional Training, Rachael customized NOLS courses and trainings to meet a broad range of audiences. As branch director of NOLS Patagonia, she created an inclusive leadership environment for a diverse team. Rachael has participated in NOLS' Diversity and Inclusion “Train the Trainer” program and has extensive experience as a facilitator.

Joel Reid is a course director and staff trainer with the Northwest Outward Bound School, lead instructor and trainer with the Wilderness Medicine Training Center, and owner of Cascade Outdoor Education which offers wilderness medicine courses in the Seattle area. He usually lives and plays in the small town of Mazama, Washington.

Gates Richards is a senior instructor for NOLS Wilderness Medicine Institute. 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, D.C.; Seattle, Washington; Gunnison County, Colorado; and is an Intermediate EMT in Lander, Wyoming. Gates began teaching for WMI in 1998 and now bears the title of WMI special programs manager. He oversees WMI's WEMT and Instructor Training programs and is a Fellow of the Academy of Wilderness Medicine.

Elyse Rylander is the founder and executive director of OUT There Adventures. She holds a B.A. in communication arts, gender studies, and LGBT Studies from the University of Wisconsin and is also a Master of Arts in adventure education candidate at Prescott College. Elyse is entering her 10th season as an outdoor educator and guide. She got her start on the lakes and rivers of the Midwest but has spent the last four summers as a lead sea kayaking and camping guide in the Prince William Sound of Alaska. She has also worked for an organization serving at-risk and homeless youth north of Seattle where she oversaw a drop-in center and crisis line, and provided case management services to queer youth. Elyse is an American Canoe Association sea kayaking instructor, Wilderness First Responder, and has training in motivational interviewing, trauma informed care, behavior management and de-escalation, and positive youth development. She has presented at the Association for Experiential Education International conference and facilitated workshops on creating inclusive spaces for queer people for the YMCA, NWOBS, and Cocoon House of Snohomish County, Washington.

Jay Satz is SCA's senior director for agency initiatives, where he also serves as a senior risk management advisor. He joined SCA 29 years ago leading teens and recent immigrants to the Seattle area in a backcountry conservation service crew in the North Cascade Mountains. Throughout his SCA career, Jay served as a crew leader, program manager, traditional conservation skills instructor, and for a decade as vice president of program and safety for SCA. As a member of the WRMC steering committee since 1995, Jay has consistently worked on building a community of dedicated professionals committed to support each other in our mission to introduce more people to experience wild places, and to advocate for its protection.

Mary Gibson Scott retired last year from a 34-year career in public service, most recently serving as superintendent of Grand Teton National Park for almost a decade. She is deeply committed to connecting people to national parks, particularly citizens who have not had a traditional or cultural connection to outdoor recreation. Mary is a member of SCA's board of directors, serving as a member of the Risk Management Committee, and was recently certified as a WFR through NOLS Wilderness Medicine Institute.

Steve Smith, WRMC Steering Committee chair, has greatly enjoyed (and grown from) his leadership opportunities with all three of the WRMC's sponsoring organizations. After taking a NOLS course in 1991, he went on to spend over 15 years at Outward Bound, where still serves as a board member. He is currently the vice president of program quality for the Student Conservation Association, providing risk management tools and resources for students and staff in all 50 states, in addition to training, curriculum, and outcomes evaluation. He lives in Seattle and spends his free time exploring the mountains and coastlines of the Pacific Northwest.

Dave Story is ExxonMobil's global field safety coordinator located at the ExxonMobil Upstream Research Co. in Houston, Texas. Dave began his career with Exxon Company USA in 1978 after graduating from the University of Texas in Austin with a B.S. in geology. Over his 35-year career with ExxonMobil he has worked predominately in North America splitting his time between production and exploration assignments. Dave's current responsibilities include oversight responsibilities for all of ExxonMobil's Global field activities in uncontrolled environments.

Paul Tame is a senior lecturer at Western State Colorado University in Gunnison, Colorado, where he has worked for the last 11 years, leading expeditions both domestically and internationally, facilitating and teaching in the classroom, and serving the school's risk management committee. Before moving to Colorado, Paul worked for Outward Bound (in six countries) and NOLS. He currently works as a consultant with Action Learning Associates.

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

Travis Taylor specializes in a full range of executive-level consulting and communications strategies and services for corporate, nonprofit, and government clients. He has extensive experience in crisis and issues management, media training, corporate communications, community building, and public affairs. Travis helps clients prepare for and manage volatile situations including labor negotiations, employee and activist demonstrations, natural disasters, product recalls, workplace accidents, eminent domain and land use issues, legal actions, and legislative issues.

Su Thieda is the deputy director at EarthCorps. She joined the conservation service field in 1979 as a corps member with the Young Adult Conservation Corps (YACC). Her subsequent promotion to crew leader characterizes her 30-year career that started with building trails, teaching environmental education, coordinating backcountry crews of high school students, and training crew leaders, to present day responsibilities that come with guiding a Seattle-based nonprofit of 22 staff and 50 corps members who are relentlessly working to restore the ecosystems of the Puget Sound region. A graduate of the Wilderness Recreation Leadership program based in the Adirondacks, her passion for mountains and adventure is still unsatisfied. Su believes in changing the world one step at a time. Su has been a re-evaluation counselor and member of United to End Racism for 20 years.

Nathan Trappe is the director of all of Broadreach's partnership programs and the director of training. He has been a leader and administrator for experiential education programs for many years and has a Master's degree in educational psychology, measurement and evaluation. Despite spending an inordinate amount of time becoming an Excel master, he is in the field as much as possible, practicing what he teaches, and continually improving processes for training staff and making better programs.

Liz Tuohy has worked for NOLS since 1994, serving as field instructor, admissions officer, program manager for NOLS Rocky Mountain, overseeing risk management, student outcomes, curriculum, and staff performance for 250 staff annually. Her perspective is based on direct oversight of field staff and countless conversations with outdoor, adventure, and international program administrators. Liz currently serves as NOLS director of education and on the WRMC Steering Committee.

Mark Vermeal, vice president of safety for Outward Bound, USA, is responsible for the oversight of safety management systems for all Outward Bound Charters in the U.S. Mark has almost 20 years of experience managing staff at organizations like the 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 who co-owns and guides for Mountain Sense. Mark currently serves on the steering committee for the WRMC and has presented at the WRMC since 2007.

Doug Wilson grew up in Alaska and started climbing and skiing in high school. He has been a member of Mazamas for 34 years and has served as president, climb leader, mountaineering instructor, and chaired their risk management and climbing committees. He recently retired from a 32-year career as a senior engineer at Intel Corp where he analyzed root cause failure of microchips and worked on manufacturing process improvements.

Jess Wilson is the Appalachian Mountain Club's Leadership Training manager and has worked delivering leadership and risk management trainings to AMC staff and volunteers throughout the Appalachian region for eight years. Prior to this role, Jess led and supervised volunteer trail crew programs and guided adults and families on hiking and backpacking trips in New Hampshire and Maine. Jess is a Wilderness EMT and is a SOLO instructor.

Dr. Al Wright is professor and chair of Recreation and Tourism Management at California State University Northridge, where he teaches courses in leadership and outdoor education, supervising both land-based and water-based outdoor programs that serve over 8,000 participants a year. He has worked with risk management and safety management issues for outdoor programs throughout his professional career, and has had direct experience at all levels of the process from both a field and administrative perspective.

Dave 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 the Wilderness Medicine Institute with well over 100 courses taught. Dave teaches risk management trainings for NOLS Risk Management 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.

Karmina Zafiro specializes in crisis communications and issues management and consumer PR. She has worked with many educational institutions facing issues and crises related to criminal investigations, town-gown tension, accidents, injury and death, litigation, activist action, labor negotiations and organizational restructuring/layoffs. Karmina has handled crises and issues for clients including UC Santa Cruz, UC Hastings, National Outdoor Leadership School (NOLS), Teton Valley Ranch Camp, and Schools of the Sacred Heart.

Lester Zook works with Horizons Consulting LC, a group that uses experiential learning to help organizations succeed and unleash individual potential. Previously, Lester directed the Outdoor Ministry and Adventure Leadership program at Eastern Mennonite University in Harrisonburg, Virginia. His doctorate is from the University of Virginia (1995), and he is a member of AMGA, PCIA, and NSS. In addition, he owns WILD GUYde Adventures, a guide service taking camp groups, scout troops, families, and individuals into the Blue Ridge Mountains, the Shenandoah Valley, and the Potomac Highlands of Virginia and West Virginia to climb, cave, and paddle. He has presented at the WRMC since 2008. Lester is a father of four and a granddad of two.



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Our goal at the American Alpine club is to support our shared passion for climbing and respect for the places we climb. Authoritative climbing information, knowledge and resources benefit and inspire us and future generations. Advocacy and leadership advance our climbing interests and promote conservation. Community and competency strengthen and embolden us to push our limits.



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The American Avalanche Association (AAA) promotes and supports professionalism and excellence in avalanche safety, education, and research in the United States. AAA is comprised of a collective group of dedicated professionals engaged in the study, forecasting, control and mitigation of snow avalanches; it's membership includes qualified researchers, professional avalanche forecasters, educators, guides, snow safety officers, snow rangers and qualified ski patrollers, technicians and specialists.



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.



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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.



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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.

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For 50 years, students with the National Outdoor Leadership School (NOLS) have learned and mastered outdoor skills, developed leadership, and studied environmental ethics in some of the wildest classrooms in the world.



NOLS Wilderness Medicine Institute (WMI) has a goal to provide the highest quality education and information for the recognition, treatment, and prevention of wilderness emergencies. Our dynamic curriculum is accurate, practical, and relevant. WMI offers a

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OutdoorEd.com is the premiere outdoor education Web resource.

Our mission is to provide the best collection of online resources for outdoor education professionals. Whether 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.



Outdoor ProLink provides an online platform for qualified outdoor professionals to purchase equipment at pro-deal prices from over 90 high-quality brands. Some of the current brands on the site are Outdoor Research, Petzl, Mountain Hardware, La Sportiva,

MSR, Scarpa, Thermarest, Jetboil, Pearl Izumi, Backcountry Access, Diamond Back and many more! Join over 60,000 approved and authenticated pros getting the deals they deserve!

Outdoor Safety Institute (OSI) provides outdoor education and



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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.



SteriPEN is the world's leading manufacturer of ultraviolet, handheld water purifiers. SteriPEN purifiers quickly and easily make safe drinking water available for travel, outdoor recreation, and home emergency kits at a fraction of the cost of bottled water.



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.



Vertical Medicine Resources is a medical guiding and consulting team dedicated to provide training and support for clients in a vertical environment. Whether at the local crag, a desolate alpine ridge, or trekking through remote highland villages, our mission is to assist individuals and groups with their adventures in vertical and mountainous terrain, prevent injuries while in these surroundings, and overcome challenges to succeed in their personal and professional summits.



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

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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.



LifeStraw® is the award-winning line of light-weight, portable water filters and purifiers that transform microbiologically contaminated water into safe, clean drinking water, ideal for a variety of users outside of the home, from hikers and campers to people displaced by natural disasters.



For over three decades, McNett and its family of brands, Gear Aid™, Outgo™, MEssentials™, Aquamira®, and Camo Form, have provided quality, innovative products for the outdoor, sporting goods, dive, and military markets. With its unique blend of reliable products and personality, McNett enhances the lives of people working and playing outside. For more information, please visit www.McNett.com.



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.”



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



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.



California-based Vapur, Inc is on a mission to make hydration incomparably portable. As the leading designer, marketer and distributor of reusable, handheld, collapsible hydration products, Vapur’s complete line of Anti-Bottles have been adopted by athletes, outdoor enthusiasts, celebrities, green activists, government agencies, fashion gurus and families alike. Vapur’s ultra durable Anti-Bottles are proudly made in the USA, BPA free, freezable and dishwasher-safe.

OutdoorEd.com

The Professional's Resource

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

Company & School Profiles and Job Postings are the best way to find new staff and Training Listings let you promote your program activities. With rich outdoor education curriculum, blogs from industry experts, articles, online media and shared documents, OutdoorEd is your portal to a better program.

The Recreation Law Center at OutdoorEd.com is the online legal resource that provides subscribers with analysis of important legal cases that can impact your organization's safety. When the conference is over, you can continue your learning and sharing at OutdoorEd.com.



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Red Lion On The River

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. The Red Lion on the River has a dedicated Green Team that focuses on fostering a sustainable culture and increasing efficiencies in environmental impacts. You can help with sustainability efforts by bringing your own coffee mug and water bottle for your beverages.

Stay Active

Amenities at the Red Lion Hotel on the River include an outdoor pool, whirlpool, fitness center and tennis courts. Sidewalks along the river provide opportunities for short walks or runs.

The Hotel Shuttle

The hotel shuttle can take you to the nearby light rail station, about five minutes away, and pick you up. To arrange for a shuttle, call the hotel at (503) 283-4466 or simply tell them at the front desk that you need a ride. In an effort to minimize shuttle trips, we encourage you to coordinate drop-off and pickup times with other conference attendees.

Downtown Portland is a quick and convenient light rail ride from the hotel.

The Max Light Rail is available throughout the city. The Max Station nearest to the hotel is Delta Park on the Yellow line. The Yellow line will take you to the City Center. Visit the TriMet website for more information, maps, and schedules: www.trimet.org.

Meals and Dining

Your registration fee includes the following food: appetizers at the Exhibitor reception, coffee and snacks during morning and afternoon breaks, and a meal at the keynote dinner.

Meal Plan

If you purchased the optional meal plan, you should find four tickets in your name badge. Present these to a staff member at the start of the buffet line in order to get a plate. Meals are served in the Grand Ballroom and include breakfast and lunch on Thursday, October 15 and Friday, October 16. Meal times are 6:30 a.m.–8:15 a.m. for breakfast and 12:00 p.m.–1:15 p.m. for lunch.

Keynote Dinner

Dinner prior to Mary Gibson Scott's keynote address on Friday, October 16 is included in your WRMC registration and will commence at about 6:30 p.m. following a social hour and remarks from steering committee members.

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

Dining Options at the Red Lion on the River

- Jantzen Beach Bar & Grill offers guests a convenient and delicious option for breakfast, lunch, and dinner.
- JB's Night Club & Lounge opens for dinner and serves regional wine and beers along side their bar menu.
- The Espresso Lounge, located in the lobby, offers grab and go items.

Other Dining Options

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

We also encourage a trip to the downtown area for a greater variety of cuisine. Some of our favorites include:

- Andina - Peruvian tapas!
- Deschutes Brewery - Tasty gluten-free option!
- Voodoo Donuts - Maple bacon!
- Pok Pok - Great Thai! And next to Whiskey Soda Lounge!
- Kenny and Zukes Deli - They make great pastrami!

WRMC Year-Round Community

WRMC Social Media

Join the WRMC Facebook page or follow us on Twitter to get updates surrounding 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 to keep in touch with your fellow WRMC attendees. Use #WRMC.



Wilderness Risk Management Conference
on Facebook



WildrnssRiskMgmtConf on Twitter

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

WRMC Online Resource Center

The learning doesn't stop when the conference ends! Past proceeding's articles, workshop outlines, and take-home action steps from the 2015 WRMC 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'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. The award is presented annually at 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 the National Outdoor Leadership School 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 committee has become a national consortium of outdoor schools, guide services, organizations, and land managers who have helped to develop the conference agenda and to attract high-quality presenters. NOLS, the lead conference sponsor, along with co-sponsors Outward Bound and the Student Conservation Association, continue to enhance the professionalism of the conference and extend its reach within the industry.

As both the conference and committee grew, it became apparent that the current structure no longer best served the needs of either planning the conference or addressing key industry issues. In 2009, the committee disbanded itself and installed a small annual steering committee with responsibility for speaker selection and agenda development. In addition, a new interest group forum was created to follow the annual conference to allow for discussion of current industry related issues.

The WRMC continues to evolve under the guidance of the co-sponsors and remains an excellent educational opportunity for those providers new to the field and the premier venue for established professionals in the adventure education industry.

2015 WRMC Steering Committee

Todd Duncan
Sierra Club

Charles (Reb) Gregg
Legal Issues in Outdoor Pursuits

Amberleigh Hammond
Student Conservation Association

Drew Leemon
National Outdoor Leadership School

Katie Baum Mettenbrink
National Outdoor Leadership School

Jay A. Satz
Student Conservation Association

Steve Smith
Student Conservation Association

Jeannette Stawski
Association of Outdoor Recreation and Education

Liz Tuohy
National Outdoor Leadership School

Mark Vermeal
Outward Bound USA

For more information on the WRMC Steering Committee, contact:

Steve Smith
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WRMIC

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