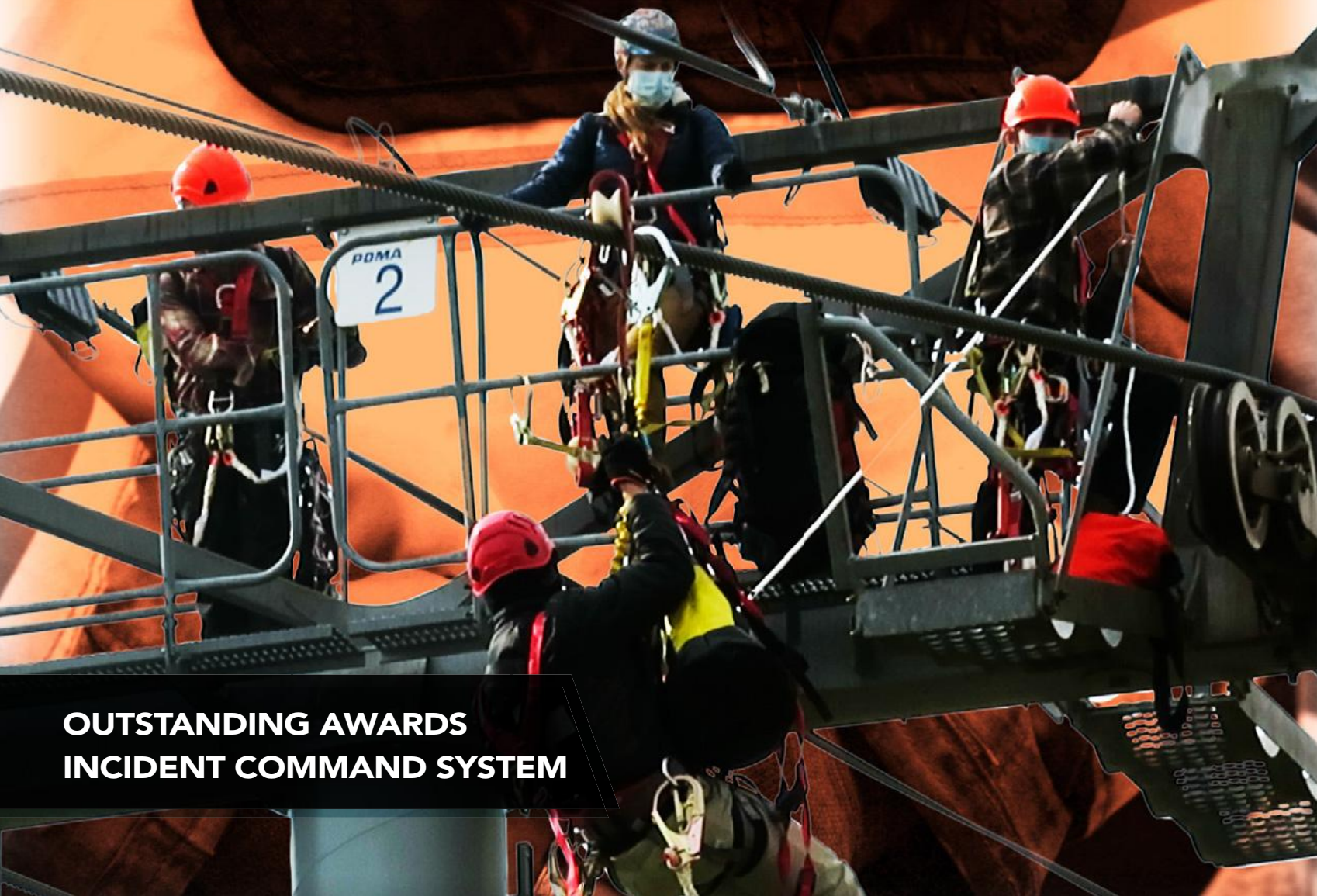


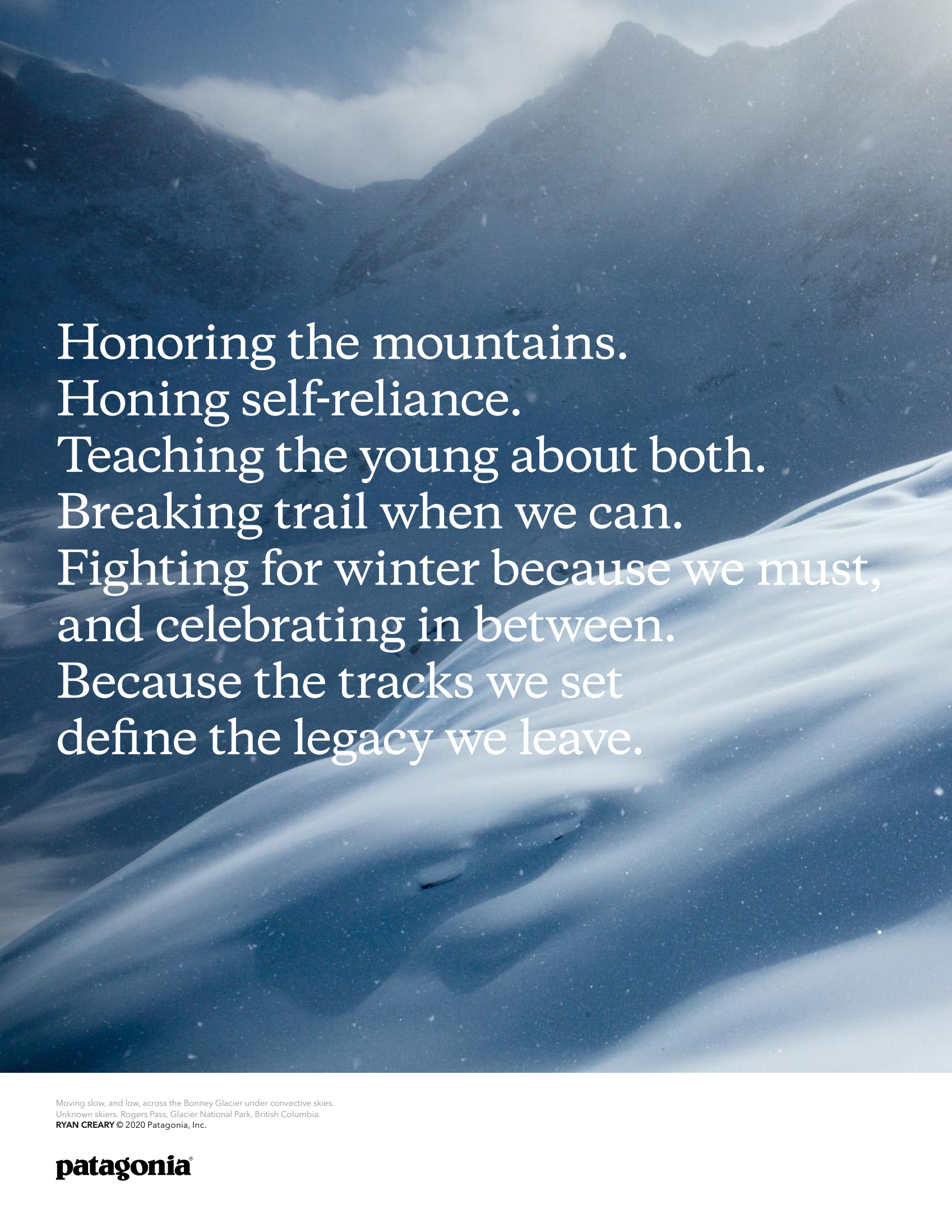


ski patrol INCIDENT COMMANDER

Official Publication of the National Ski Patrol
nsp.org + Winter 2021 + Volume 38 Issue 2



**OUTSTANDING AWARDS
INCIDENT COMMAND SYSTEM**



Honoring the mountains.
Honing self-reliance.
Teaching the young about both.
Breaking trail when we can.
Fighting for winter because we must,
and celebrating in between.
Because the tracks we set
define the legacy we leave.

Moving slow, and low, across the Bonney Glacier under convective skies.
Unknown skiers. Rogers Pass, Glacier National Park, British Columbia.
RYAN CREARY © 2020 Patagonia, Inc.

patagonia[®]



43 NATIONAL OUTSTANDING AWARDS 2020

BY CANDACE HORGAN

Despite the abbreviated season, NSP patrollers were still a key part of helping area management run things efficiently at their resorts. We spotlight the winners of the 2020 National Outstanding Awards.

58 ICS FOR SKI PATROL

BY THOMAS MINER

A former sheriff's deputy, Tom Miner has intimate experience with the Incident Command System. For those patrollers still wondering at its efficacy for ski patrolling on the hill, this detailed feature breaks down all the uses of ICS.

64 ANNUAL REPORT EXCERPT

A brief summary of the NSP annual report, which is available in full on the NSP website.

FEATURES

DEPARTMENTS

- 06 MEMBER BENEFITS
- 10 LETTER FROM THE EDITOR
- 12 LETTERS TO THE EDITOR
- 14 CONTRIBUTORS
- 16 COMMENTARY
- 19 BULLETINS
- 20 DIVISION NEWS
- 75 ALUMNI
- 77 AVALANCHE
- 78 FUNDRAISING
- 79 INSTRUCTOR DEVELOPMENT
- 80 MTR
- 83 OEC
- 87 TELECOMMUNICATIONS
- 88 WOMEN'S
- 91 IN MEMORIAM
- 96 OUT OF BOUNDS



ARTICLES

22 TIPS FROM THE VET

BY KIMBERLY HENNEMAN

Veterinarian Kimberly Henneman offers tips on manual therapy to keep your dogs happy and healthy.

26 THE DIRECTOR'S CHAIR

BY ERYKA THORLEY

Eryka Thorley's "From the Director's Chair" interviews David Koenig and Andy Peterson, the incoming and outgoing patrol directors for the Brighton Ski Patrol in Utah, and talks about transitioning leadership during a pandemic.

18 PATROL PENGUINS

BY BRETT GEHRKE

Patroller and cartoonist Brett Gehrke shares some of his patroller-inspired artwork.

34 AERIAL LIFT EVACUATION

BY MARY DAVIS

This article spotlights the new *Aerial Evacuation Resource Guide*, 5th ed., and how lift evacuation has evolved over the years.

39 INSTRUCTOR

DEVELOPMENT PROGRAM DIRECTOR DAVID HEMENDINGER

BY CANDACE HORGAN

An interview with new NSP Instructor Development Program Director David Hemendinger looks at David's prior experiences and his goals for the program, the forgotten stepchild of NSP education programs.

70 NEW NSP STAFF

BY BECKETT STOKES

The NSP has recently added four new staff members. Here is an introduction so you can put a face to the voice on the phone.

70 SUBARU AMBASSADORS

**BY WILL BRUCE, BECKETT STOKES,
AND STEVEN BINNS**

Here is a quick introduction to the Subaru ambassadors for 2020-21.

73 EDUCATION PROGRAM ONLINE LEARNING

BY NODIN DE SAILLAN

Education Programs Manager Nodin de Saillan looks at remote learning tools and their use for NSP education programs in the COVID-19 era.

Cover photo: Agnieszka Hansen
Left photo: Candace Horgan
Photo above: Jake Blaskowski





NATIONAL SKI PATROL MEMBER BENEFITS

NSP PARTNERS

Whether it is pro deals you can access through the Pro Deals page on the member website, or exclusive pricing in the NSP Online Store, our partners offer NSP members access to incredible industry savings. With over 50 brands to choose from, you'll find amazing deals on everything from skis to medical equipment. Shop today by logging into your NSP account and visiting either the Pro Deals page, or the Online Store.

BEING FLEXIBLE IN UNCERTAIN TIMES

NSP continues to offer great benefits to our members, who work so hard to keep active sports safe. As we adapt to our changing times, we will continue to offer our members the same great benefits, but we've made adjustments to be responsible with our budget as we face new circumstances this season.

NSP STORE & EMAIL DEALS!

Watch your email for our regular Sweep Deals offers, plus the opportunity to sign up to receive additional deals from the store and NSP partners.



SKI PATROL MAGAZINE

Welcome to the digital Ski Patrol Magazine. **This issue of Ski Patrol Magazine is offered only as a digital publication.** You will be receiving the Summer issue in print as usual. We'd love to know what you think of this digital edition. Email editor@nsp.org.



EDUCATION AND PROGRAMS

NSP continues to offer gold-standard training and education to all of our members. Our program leaders are continuing to monitor the COVID-19 situation and provide regular updates at nsp.org.





ALL THAT GLITTERS IS KORE



HEAD'S KORE COLLECTION CONTINUES TO STRIKE SKI MAGAZINE TEST GOLD. EVERY KORE ENTERED WON "OFFICIAL SELECTION", WITH THE KORE 93 W AND KORE 87 W WINNING "BEST IN TEST".

LOG INTO THE PRO PAGE UNDER MEMBER SERVICES AT NSP.ORG TO SHOP EXCLUSIVE HEAD/TYROLIA PRO DEALS

HEAD®

ski patrol magazine

Editor
Candace Horgan
editor@nsp.org

Advertising/Sponsorships
Matt Mears
mmears@nsp.org

Design and Production
Agnieszka Hansen
hansengraphic@gmail.com

Contributors
Myron Allen, Steven Binns, Scott Brockmeier, Will Bruce, Mary Davis, Nodin de Saillan, Brett Gehrke, Kimberly Henneman, Douglas Hill, Chris Johns, Kris Liebau, Thomas Miner, Brian Rull, Beckett Stokes, Eryka Thorley, Tim Viall, Alex Wilcocki, Dick Woolf, Stephanie Zavislan

NSP National Chair
Brian Rull

NSP Assistant National Chair
Richard Yercheck

NSP Board of Directors
Wendy Aarnio, Mark Abend, Morgan Armstrong, Robert Bernatos Jr., Liz Dodge, Deb Endly, Donna Gardino, John Kane, Paul Kelly, Brian Rull, Bob Scarlett, Julie Stone, Richard Yercheck, Jay Zedak

NSP Division Directors
Tom Byron, Cal Goldsmith, Drew Kneeland, Chris Ross, Micaela Saefel, Mike Schons, Bill Sinykin, Patrick Trimm, Karl Uhlig, Shelley Urban, Lance Vaughan

Audit Committee
Richard Yercheck, Chair

Bike Task Force
Mike Schons, Chair

Bylaws/Oversight Committee
Liz Dodge, Chair

Education Committee
Julie Stone, Chair

Finance Committee
Paul Kelly, Chair

National Office Staff

Matt Mears
Sales and Partnerships Director

Beckett Stokes
Marketing and Communications Director

Ellen White
Finance and Operations Director

Steven Binns
Marketing Manager

Kate Blanton
Education Records Specialist

Will Bruce
Brand Manager

Charles Buckman
Sales and Partnerships Manager

Carrie Bulman
Member Services and Education Records Manager

Nodin de Saillan
Education Programs Manager

Fundraising Committee
Richard Yercheck, Chair

Governance Committee
Bob Scarlett, Chair

Nominations Committee
Shelley Urban, Chair

OEC Refresher Committee
Deb Endly, Chair

Planning Committee
Marc Abend, Chair

National Program Directors
Myron Allen: Mountain Travel and Rescue
Michael Balk: Nordic/Backcountry
Marc Barlage: OET
Chris Brodersen: Certified
Ed Carlson: Avalanche
Bill DeVarney: OEC
David Hemendinger: Instructor Development
Mark Petrozzi: Outdoor Risk Management

National Alumni Advisor
Tim Viall

National Awards Advisor
Dick Jacques

National Historian
Rick Hamlin

National Legal Advisor
Chuck Lollar

National Medical Advisor
Charles Allen, D.O.

National Safety Team Advisor
Rick Shandler

National Telecommunications Advisor
Dick Woolf

National Women's Advisor
Tanya Thomas

National Young Adult Advisor
Jason Tamulen

National Office Staff

Elizabeth Kim
Member Services Specialist

Anna Lindsey
Office Manager and Executive Assistant

Cheri Overton
Alumni and Awards Manager

CeCe Palmquist
Registration Manager

Matt Smith
IT Manager

Jeffrey Teft
E-Commerce Accountant

Rob Wilcox
Warehouse Manager

Stephanie Zavislan
Accountant



The National Ski Patrol is the premier provider of training and education programs for emergency rescuers who serve the outdoor recreation community. *Ski Patrol Magazine* is an official publication of the National Ski Patrol and is published three times per year. No part of this publication may be reproduced without written permission from the National Ski Patrol. Address changes and subscription inquiries should be sent to *Ski Patrol Magazine*, 133 S. Van Gordon St., Suite 100, Lakewood, CO 80228-1700. Association members can also indicate a change of address online through the member services area at www.nsp.org. For NSP member services, dial 303-988-1111. Please send editorial queries, comments, and letters to editor@nsp.org. There are some ad-hoc board committees not listed here; you can find them on the website. All positions and titles listed above are current at the time of publication.

Make mountains into playgrounds.



The 2021 Subaru Crosstrek® Now with 20% more available horsepower to play in the snow. Plus standard Symmetrical All-Wheel Drive and 8.7 inches of ground clearance. A combination the Honda HR-V, Mazda CX-30, or Nissan Rogue Sport can't match.*
Love. It's what makes Subaru, Subaru.



Crosstrek. Well-equipped at \$22,245[†]

Subaru and Crosstrek are registered trademarks. Vehicle shown with accessory equipment. *Based on competitor information from manufacturer websites as of September 2020.

Letter

from the Editor

By Candace Horgan, Editor



If we thought the first half of 2020 was rough, the second half seemed to only double down. As we are preparing to go into production on this issue, COVID-19 has exploded again, in many ways mimicking the trajectory of the 1918 Spanish flu pandemic, which experienced its greatest infection and death rates during the second wave that started in August 1918 and went through the rest of the year.

COVID-19 had an impact on the National Ski Patrol operations out of the Lakewood, Colorado, office. Much of the staff has been working remotely at least part of the time. The budget for this fiscal year also provided challenges for the next several months. This is the first digital-only issue for NSP, which was done in part due to the financial uncertainty NSP faced as a result of the pandemic. We found a good partner for a digital platform and hope you enjoy it. We welcome your feedback on this; please send it to editor@nsp.org. We do not know yet whether it will be something we do going forward. One thing we would like feedback on is whether you would prefer a digital issue. It is possible that we might be able to offer a print or digital option in the future. Please let us know!

Despite COVID-19, most resorts have been able to open, albeit with great restrictions on the number of skiers. Most resorts require social distancing and masks, especially when in the lift lines. If resorts are able to have a successful season, it will be in great part due to the efforts of NSP patrollers.

This issue includes our annual feature highlighting the National Outstanding Awards winners. Several new categories were added to the National Outstanding Awards for 2020. We congratulate all the patrollers featured in this issue, as well as those who won division awards for their efforts.

The summer and fall also seemed to bring a nonstop barrage of natural disasters, from raging wildfires in the West to major hurricanes in the Gulf of Mexico. In addition to aiding response to these sites, the Incident Command System was employed to help manage the growing pandemic and the need to quickly deploy resources to meet the challenge. As promised in the fall issue, Tom Miner, a former sheriff's deputy, has written a detailed feature on ICS and its uses for patrolling. If you ever found yourself wondering why you should bother getting your IS-100 certification, this

feature provides the definitive answer.

The pandemic has certainly wrought challenges in day-to-day operations. Education in particular has proven to be difficult. In this issue, NSP Education Programs Manager Nodin de Saillan talks about remote learning tools and how they can help streamline NSP education offerings during this trying time.

Last year, NSP introduced the sixth edition of *Outdoor Emergency Care*. Patrol care and procedures are ever evolving to stay current with the latest standards. In this issue, Mary Davis has written about the new *Aerial Evacuation Resource Guide*, 5th ed. Patrollers usually manage lift evacuation at their resorts, and this edition, the first update in 22 years, was an important collaboration between staff from the National Ski Areas Association, NSP patrollers, ski area management, and ski industry insurance companies.

We at *Ski Patrol Magazine* always enjoy introducing you to new leaders and new support staff. In this issue, we have an interview with David Hemendinger, the new Instructor Development Program director. He is excited to showcase the ID Program and why it is such an important program to the NSP. Also in this issue is an article by Beckett Stokes introducing four new staff members at the NSP Lakewood office. Now you can put a face to the voice on the phone!

Back again in this issue are some of our regular contributors. Veterinarian Kim Henneman talks about manual therapy techniques to keep your furry friends healthy and happy. Eryka Thorley's "From the Director's Chair" interviews David Koenig and Andy Peterson, the incoming and outgoing patrol directors for the Brighton Ski Patrol in Utah; transitioning patrol leadership during a pandemic brings a unique set of challenges, as you will see! Brett Gehrke shares more of his twisted takes on patrolling with his "Patrol Penguins" cartoons.

The program articles also offer interesting topics from guest authors. Alex Wilkocki covers some common pharmacology concerns NSP patrollers should be aware of to relate to their OEC training, and Central Division Women's Program assistant supervisor Kris Liebau talks about imposter syndrome, that feeling that you are never quite good enough, which can be applicable to both women and men. This is also the last issue where Myron Allen will be writing as Mountain Travel and Rescue Program director; he has an article on map and compass in this issue. We want to thank Myron for sharing his talents with *Ski Patrol Magazine* readers over the last six years; though he has termed out as director, we hope to see him contributing in the future on other topics.

Lastly, we are soliciting your feedback on an idea brought up by some patrollers. Would you like *Ski Patrol Magazine* to offer a classified page in each issue? There would be fees to list a classified, but if you are looking to sell some older patrol gear, this might be a way to expand your audience. Please let us know by writing editor@nsp.org.

We here at NSP hope everyone is staying safe while sharing their talents and expertise with the ski industry. +



YAKIMA®

TAKE IT EASY.

The new CBX™ premium rugged cargo box family is now available for all excursions. It's winter ready for family trips to the slopes, and has enough room for your whole crew. The intuitive latch is easy to use with gloves on and a removable torque tool that stows away after install delivers flat cargo space for your gear and then some. And, built in tie-down points keep loose gear in place.

AVAILABLE IN THREE SIZES

CBX 18 (Pictured Max Ski 210cm),
CBX 16 (Max Ski 185cm),
CBX Solar (Max Ski 185cm)

Letters

to the Editor

Recognizing Unconscious Bias

NSP Board Chair Brian Rull's commentary in the current Ski Patrol Magazine contains his remark describing a recent plane flight when "I was unfortunate enough to sit next to an Asian woman who coughed the entire flight." The same issue contains an article on 'Diversity Within the National Ski Patrol and Solutions for Improvement'. Perhaps you can spot the problem? The fellow passenger's ethnicity is not germane to the anecdote. Pointing her out as Asian reinforces stereotypes of the ski industry as catering to clueless white bro types.

Russ Ford
Jay Peak Ski Patrol, Vermont

Dear Editor,

I'm finally sitting down to read the fall 2020 edition. First of all, thank you for continuing to do such great work at NSP, especially through the pandemic.

As I was reading the table of contents and Letters from the Editor, I was looking forward to getting stuck into the content especially the article on increasing the diversity in the membership. Unfortunately, I didn't even get past page 18 before I came upon a complete contradiction to that sentiment. In his "Chatting with the Chair" Commentary, Brian Rull describes how he was "unfortunate enough to sit next to an Asian woman who coughed the entire flight...". Why does it matter that the woman was Asian? The imagery of her symptoms is plenty for us to imagine a scenario of potential COVID risk. This type of micro aggression in print from our leadership does nothing to inspire confidence in further increasing diversity. Surely we can do better.

With concern,

Anne Scott
Berkshire East Ski Patrol, Massachusetts

ed. note:

We received six Letters to the Editor in response to Brian Rull's "Chatting with the Chair" article in the fall issue, an unusual number in response to one article. The two letters above are representative of the common sentiment.

The NSP staff that puts together and edits each issue of Ski Patrol Magazine is proud that the magazine is a valued resource for many patrollers. We regret and apologize for the inclusion of the phrase referenced in the letters above that reflects an unconscious bias. It should not have appeared in the magazine. Brian also has responded to this issue below.

At Ski Patrol Magazine, we will continue to work with the rest of the organization toward one of NSP's vision themes to increase membership diversity. As part of this effort, we will work in a variety of ways to do better during the editing process at identifying unconscious bias in language, photos, and other aspects of our publication, and in eliminating that bias in the published product. Guarding against unconscious bias is something that we must always work on. At the National Ski Patrol, the work on diversity has just begun, and we will be working on eliminating biased language in all publications.

Brian Rull responds:

Candace and the NSP staff have been sharing the Letters to the Editor and emailed comments in response to my column in the fall issue. Thank you to all of our members who have reached out.

Language in that column referencing an "Asian woman" was the result of an unfortunate editing error as I tightened the copy for publication. I intended to refer to a through-traveler from Asia during the early days of the COVID-19 pandemic, but in my haste to make deadline, I sent language that I recognize is offensive and that does not reflect my beliefs. I alone take responsibility and apologize.

The upshot of this incident is focus and vigor on NSP's evolving

work toward making mountain and snow sports more inclusive and welcoming. It starts by joining the rest of the industry we serve to understand how our words and behavior may reflect unconscious bias. As an organization, we are eager to extend the many benefits of our gold-standard education programs and of patrolling to people who, for a variety of reasons, may not have had access to or felt welcomed before. We can — and must — be better.

As the largest volunteer organization affiliated with ski areas, NSP has demonstrated again and again that our mission is to serve ALL in need. At the December board meeting, we affirmed our commitment to fostering diversity and inclusion in the mountain and snow sports we all love. This underscores the efforts that we have begun over the past several months, which include a diversity task force focused on equity and inclusion; concerted outreach built into our strategic plan to increase the diversity of our membership; interviews with patrollers of color about their experiences; and ongoing collaboration with industry partners to support and expand their efforts.

As we embark on 2021, our new board of directors will have more women than ever before, raising the voice of another group that is still in the minority in our membership. As a board, we look forward to engaging in this important and robust discussion. Our mistakes teach us more than our successes, and it is my sincere desire that all of us can learn from my mistake.

Diversity and Patrolling

The article on diversity in the fall 2020 *Ski Patrol Magazine* brings to mind a bit of NSP history. Charles Haskins was our national director from 1976 to 1978. He was the Far West Division director and Sacramento Ski Patrol leader prior to that. Our National Outstanding Patroller Award is named in his honor. A long-ago article in *Ebony* magazine about Charles with pictures of his patrol activities in the Lake Tahoe area shows us that there is an avenue for us to explore to attract more Black people into skiing and into our organization.

David Ritchie
Bear Valley National Ski Patrol, California

It was refreshing to read about the need for diversity in skiing, and I appreciate Vail's bold statement that "We are part of the problem." Elsewhere is the NSAA statement "... if you don't see anybody like yourself, you may not think that you belong there." I would point out that in this issue's 114 pages, other than this article, not a single person of color is shown in any articles or advertisements.

Paul Stadnik
Mt. Bachelor National Ski Patrol, Oregon

(ed. note: We thank Mr. Stadnik for bringing this up. We have been in contact with our partners and will be working to increase diversity in our internal and external advertising images going forward.)

Marriage and Patrolling

I especially enjoyed the story by David Flynn about ski patrol and marriage. Although my wife was never a patroller, she encouraged me to spend the necessary time to become one. There are about five married patrol couples on our patrol, and it is great to see them interact with each other and other patrollers. They set a great example for all who are around them and patrol with them.

I have been fortunate to have everyone in my family take up and enjoy skiing, including all my (five) grandchildren. I have just concluded 43 years as a patroller and plan on continuing if the novel coronavirus and COVID-19 is ever vanquished.

Ben Granlund
Boyne Highlands Ski Patrol, Michigan

Midwest Skiing

Wow! I can hardly wait to ski Mount Bohemia Ski Area. Better than Jay Peak, Smuggler's Notch, Stowe, and Mad River Glen? Or is it that somehow the authors don't realize that Vermont is within a 1,000 mile radius of their area? I enjoyed the article and would love to take a week's turns sometime. Better than? I can hardly wait!

Charlie Magill
Cochran's Ski Patrol, Northern Vermont



Brett Gehrke

A pro patroller at Belleayre Mountain Ski Center in New York, Brett Gehrke serves as Mountain Travel and Rescue advisor and gondola evac instructor. He doesn't look far for inspiration and thanks all the patrollers lucky enough to be depicted, who will remain forever anonymous in his illustrations. He has worked as a mountaineering/climbing guide and trapeze instructor/catcher. Other seasons are spent fly fishing, sailing, golfing, and kayaking. He volunteers as a guide for Sam's Point Preserve, an EMT for the local squad, and an operator for invasive species eradication on the river. He lives with his wife, Dale, who is his art director and a patroller, on the Hudson River in New York. See more illustrations at Patrol Penguins on Facebook or contact Patrolpenguins@gmail.com.



Kim Henneman

Dr. Kim Henneman is a Utah Wasatch Range native. She moved to the Midwest to get her veterinary medical degree from Purdue, but quickly moved back to Utah for the outdoor life. She became certified in acupuncture and chiropractic in the early 1990s and worked on her first avalanche dog shortly thereafter. She has helped form the new specialty discipline of canine sports medicine and rehabilitation. As a veterinarian who is board-certified in both dogs and horses, Dr. Henneman currently writes and gives workshops all over the world, consults regularly with avalanche and SAR dogs, and helps canine athletes competing in numerous disciplines, including as a multi-year Iditarod trail veterinarian. Her goal is to bring knowledge from every discipline to help active dogs everywhere.



Douglas Hill

Doug Hill has served for 35 years on the Big Bear Ski Patrol in Southern California. He is the current Instructor Development Program administrator for the Southern California Region and serves on the NSP National Instructor Development Committee. He is also an Instructor Development instructor and instructor trainer. He served as the patrol representative at Snow Summit for six years. Hill, a contributor to *Outdoor Emergency Care*, 4th ed., was the Outdoor Emergency Care Program supervisor for the Far West Division for five years and the OEC Program administrator for the Southern California Region. He received an NSP Distinguished Service Award in 2007.



Kris Liebau

Kris Liebau has been patrolling at Alpine Valley East in the Eastern Michigan Region for over 15 years and currently is one of the Women's Program assistant supervisors in the Central Division. Having achieved her Certified Number 842 recently, she has set her sights on her next goal — Professional Ski Instructors of America Level II. Professionally, Kris is a quality manager at an aerospace company. Off the slopes and out of the office, she loves yoga, paddle boarding, and geocaching with her husband and six-year-old daughter.



Major Thomas Miner, Retired

Tom Miner is retired from the local sheriff's department, where he served as the search and rescue coordinator and a member of the Federal Emergency Management Agency National Urban Search and Rescue System from 1992-2015. He responded to hundreds of SAR missions and over 25 national disasters, including numerous hurricanes, terrorist attacks, floods, and the search for space shuttle Columbia. Tom is a certified Incident Command System instructor and was a Type 3 incident management team leader using ICS for local, state, and national events. Tom is currently employed as a professional ski patroller at Summit at Snoqualmie Ski Area. He has been a pro for the past eight years but worked for 25 years as a volunteer patroller.



Eryka Thorley

A native of Michigan's Upper Peninsula, Eryka Thorley first headed to the mountains for college at Montana State and has since hailed the West as home. She started patrolling at Big Sky Resort in Montana 14 years ago and recently retired from patrolling at Eldora Mountain Resort. She lives with her husband, Jake, who is currently a ski patroller, and daughter, Wynter, in Nederland, Colorado. Thorley teaches avalanche courses in the Rocky Mountains and organizes hiking trips in the Alps for Alpinehikers, a U.S.-based company.



Alex Wilkocki

Alex started patrolling as a student at age 16 with the Mount Southington Ski Patrol located in Southington, Connecticut. His professional studies as a pharmacist brought him to Boston, where in 2012 he joined the Nashoba Valley Ski Patrol in Westford, Massachusetts. He enjoys showcasing his giant slalom turns, prefers wide blues to steep blacks, and can maneuver a sled ever-so gingerly through the tightest mogul field. When the skis are hung up for the season, he enjoys refereeing soccer leagues and traveling with his wife, son, and daughter.

DAWN PATROL

To live, is to rise.

And whether you like it or not, adventures don't fit conveniently into a 9 to 5.

So you, yeah you, wipe that sleep out of your eyes.

Wake up. Gear up. Tape up. Now, fly.

It's a new day, and there's daylight to burn.

It's time to rise.

FOR THOSE THAT RISE



Little Cottonwood Canyon | Utah
© Andy Earl

NSP.ORG 15

Chatting with the

From Board Chair Brian Rull and the NSP board of directors

BY BRIAN RULL, NSP BOARD CHAIR



To say that this season is unusual is an understatement. Even as we are adapting to our uncertain present, our leadership is focused on the future, ensuring that NSP continues to be the vital and leading organization defined in our mission and vision.

We recently held our annual midwinter meeting to kick off the new year. We welcomed our newly elected board members and expressed our gratitude for departing board members Morgan Armstrong, Rick Knight, Ken Kramer, and Chris Pringle. Meeting as a whole board and in several committees, we addressed ongoing and new issues as we look forward to 2021 and beyond.

Of the four new board members who joined us, two are women. This brings the number of women on our board to five of the 13 seats, raising women's voices in our leadership in a historic way.

We discussed how we can continue to improve communication and share information with our membership and how we can formalize and enhance a mentoring process that will bring more members into leadership roles.

Most importantly, we spent a significant portion of the meeting discussing how NSP can and should work to advance diversity, equity, and inclusion (DEI) in our organization and our membership. The board established a DEI Task Force to lead this effort, and we discussed our own personal views and experiences. In addition to being a critical issue nationally and for our industry, it is one to which each of us brings our own experiences, views, and potential biases.

As an organization, we have a lot at stake. We strive to be open to everyone and to ensure that all our members feel welcome, valued, and safe. Because we set a standard of training for NSP first responders, it is important that our training be free of biased material and that those who complete our programs understand how unconscious bias can affect patient care. Finally, as articulated in our vision goals for 2030, we seek to have a membership that is more diverse as we move into the future.

We have a lot to learn and understand, each of us personally and as a group, but we have many resources available to us. Our industry partners have been helpful; they have shared their work, along with some of the resources they are using. Many of our members have reached out to share their experiences and offer their expertise. We are in the early stages of establishing DEI goals for the NSP and determining the best paths to reach them.

We can assure our members and our partners that this is a top priority for the board and the NSP as an organization, and that we will devote substantial time and resources to it in coming months. We realize that this is an ongoing effort, and that while diversity and inclusion are outcomes, equity is a process that requires a culture shift. We will share invitations to participate in coming weeks, and we will keep you updated on our progress. Watch nspserve.org/diversity-equity-inclusion for updates and information.



Our COVID-19 Task Force continues to meet regularly to discuss and evaluate news and developments related to the pandemic and the industry's response. Since the distribution of vaccines began, we have received many inquiries about where patrollers fit within the distribution order. Unfortunately, there is not an easy answer. Decisions about how and to whom the vaccine is being distributed are being made — at the direction of the Centers for Disease Control — at the local level, based on a variety of factors that are unique to each community. The National Ski Areas Association and its member areas are monitoring and engaging with this issue as well. The COVID-19 Task Force continues to meet regularly and will do so until the situation becomes less critical. You can view the latest information on the NSP website at nspserve.org/covid-19-updates/.

The search for a new executive director/CEO is underway. We are having conversations with staff about how the role might evolve to better work with the board and NSP's extensive committee structure, as well as represent the organization to external audiences within our industry.

There is much going on in the world right now that is worrying and exhausting, yet every day we hear stories of the great work our members are doing — ways they are being flexible, pitching in, and supporting their teams. Patrollers are known for their adaptability and clear thinking in the face of rapidly changing circumstances. These qualities are vital right now, both for individuals and for the NSP as an organization. We look forward to this year as we continue to grow and look toward the future.

National Ski Patrol Board of Directors, January 2021 +

A photograph of two rescue workers sitting on a chairlift. They are wearing red rescue vests with a white cross, black helmets, and ski gear. The chairlift is moving up a snowy mountain. In the background, there are snow-covered trees and buildings. The text "SOPHISTICATED PRODUCTS." is overlaid in white on an orange banner.

SOPHISTICATED PRODUCTS.

SAFER RESCUES.

We are proud to have become part of Harken Industrial, a world-class innovator in the work-at-height and rescue industries. It's a partnership that enhances the way we design and manufacture products like our rescue toboggans and our chairlift/gondola evacuation equipment. We understand how important it is to trust your gear and since 1962, we've valued your trust to manufacture and supply it. With Harken Industrial's global support, we'll continue to grow that trust. *Together.*

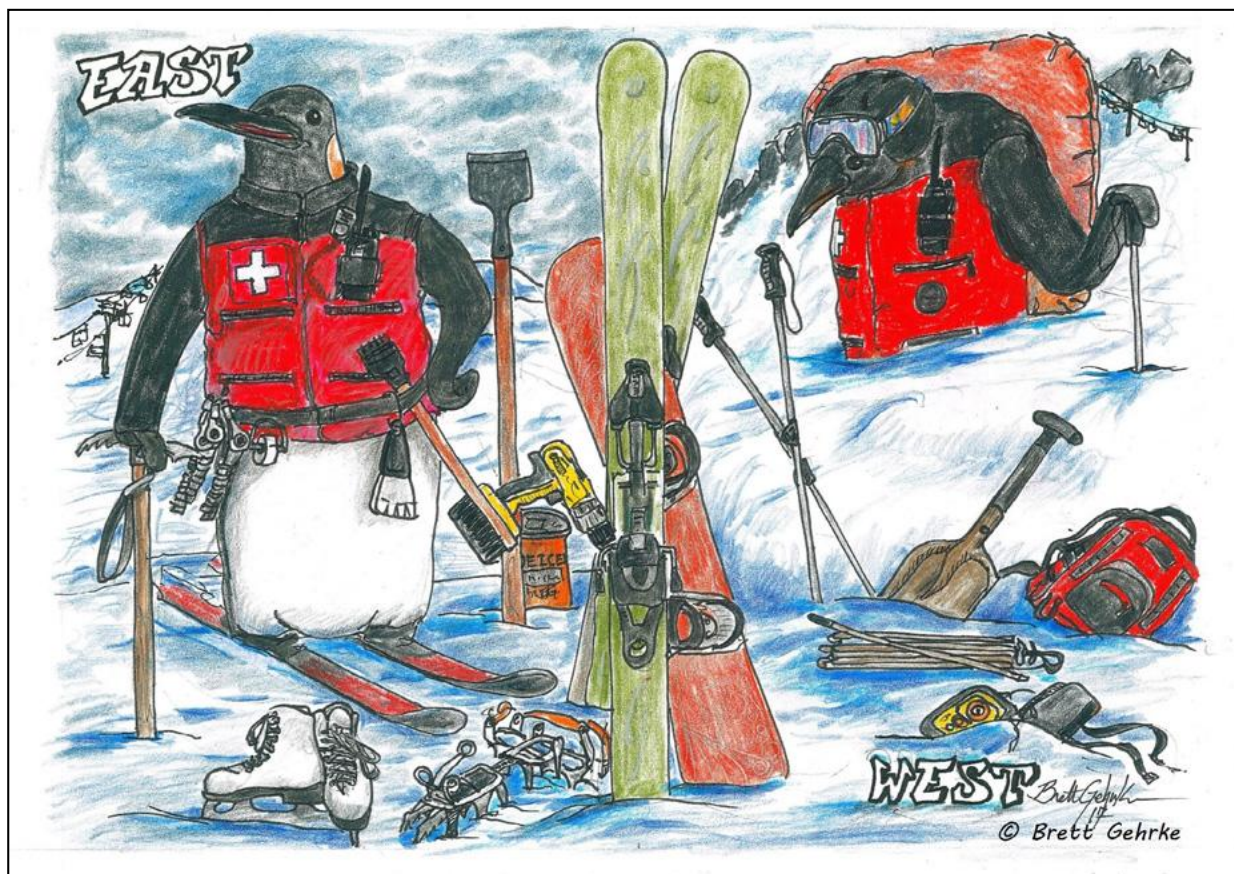
8 4 4 . 4 1 4 . R E S Q
C A S C A D E - R E S C U E . C O M



THE HARKEN INDUSTRIAL NETWORK

Patrol Penguins

BY BRETT GEHRKE





SMITH

We Couldn't Keep These Two Apart Any Longer

The semi-frameless Squad now features the Smith MAG™ interchangeable system for the ultimate in style and functionality.

Instantly adapt with Smith Mag™





bracelayer Bracelayer compression gear is built for active and recovering knees. NSP members receive 35% off plus free shipping on orders over \$100.

SMITH Since 1965, Smith's purpose hasn't changed: amplify the thrill of human experience.

Everything they do, every pillar in their character, delivers on this simple idea. Smith exists to fuel fun beyond walls though the advanced products that are optimized, styled right, and made better.

patagonia Patagonia is in business to save our home planet. Patagonia aims to use the resources we have — our voice, our business, and our community — to do something about our climate crisis.

CASCADE RESCUE Rescuers risk their lives to save others. Cascade Rescue products help protect everyone and meet the changing needs of those working at height. Rescues are dangerous — get gear from a company that understands that.

icebreaker Move to natural Icebreaker provides naturally performing apparel solutions made with merino wool as an alternative to synthetic clothing based on petrochemicals.

Spot Spot provides injury insurance while you're on the mountain. There is no deductible, and it works with or without health insurance. Now available for the 2020-21 season.



Hestra quality takes time. Since 1936, Hestra has been solely devoted to glove making, and no detail is too small.



Yakima is rooted in the Pacific Northwest and understands adventure. Yakima is committed to getting your gear wherever you are going, safe and easy.

**SIMPLICITY
IS FAST.**

PRACTICE IS FASTER.

TRACKER4™

**The fastest and easiest-to-use
transceiver on the market.**

Rubberized overmolded case with large, no-nonsense LED display.

Signup for a BCA Pro Program account for discounts off BCA gear here: backcountryaccess.com/pro.



ROCKY MOUNTAIN DIVISION

See a need, fill a need!

That is exactly what patrollers at Granby Ranch Ski Patrol did. If the unprecedented and unsettling times of COVID-19 weren't enough, a time of need and responsiveness arose for the Grand County community due to the destruction from the East Troublesome Fire. The community suffered from loss of property and livestock, destruction, and disruption to one's everyday life.

In an effort to lend a responsive hand, the patrollers saw a need and filled a need by transporting displaced community members to nearby shelters, packing household belongings at evacuation time, offering temporary shelter, and even transporting llamas out of the fire's path.

These are only a few of examples of what many patrollers did when they were called to action. This immediate

need also grew into a special project for the Thanksgiving and Christmas holidays. Granby Ranch patroller Steve Conrad created a "Holiday Gift Drive" to benefit those impacted by the East Troublesome Fire in Grand County. This project was and is complete with online ordering, packing, and delivering of new toys, athletic equipment, winter clothing, footwear, and small appliances to make the holidays a little better and less stressful to families in need. The many contributions and donations from Granby Ranch patrollers, family, and friends will make these many displaced families just a little merrier this holiday season. If you want to donate, please see the attached flyer!

Chris Johns
Granby Ranch Patrol Director



Help make the holiday season a little better for Grand County families impacted by the East Troublesome Wildfire. We are collecting donations of new items that will be gift wrapped and delivered to those in need in time for the holiday season. Toys, clothes, winter sports gear, school supplies and athletic equipment are all welcome. You can buy items and coordinate delivery or order online for delivery to our patrol. Gift cards are welcome too!

If you are interested in donating, email patrol@granbyranchvolunteerskipatrol.org or call (720) 320-1772.

GET SPOT. GET HURT. GET PAID.

**Injury Insurance
Exclusively for National
Ski Patrol Members**



nsp.getspot.com

TIPS *from the* VET! PEAK PERFORMANCE

DIY MANUAL THERAPY TO KEEP YOUR DOGS HAPPY

BY KIMBERLY HENNEMAN, DVM, DACVSMR (EQ, K9)

As a new season of winter activities approaches, dog handlers across the Northern Hemisphere are no doubt actively running, hiking, and training their dogs to meet the challenges of another ski season. Getting back into winter condition, despite staying active through the summer and fall, can still take a toll on muscles, tendons, and ligaments. Little muscle strains here and connective tissue (tendons and ligaments) sprains there can gradually add up to crooked movement and potential sources of soft tissue injury. With active, high-drive dogs, it often isn't a matter of "if," but "when."

Dog handlers don't have to accept potential injuries as inevitable any more than they should accept the fact that minor strains don't matter. With a little focus on athletic stretching and massage, small injuries can be identified and addressed, preventing them from becoming bigger injuries. Being serious about noticing the small shifts in sitting or standing, stiffness when first moving, muscle spasms, resistance or sensitivity in stretching a limb, and addressing those small things early, can do a lot to prevent a more serious injury that could finish a season early for a dog/handler team. As my husband's former smokejumper colleagues used to say, "Every fire starts small."

In the last column, we covered how to use core-building exercises as a way to prepare your dog for winter (and all-season if need be) work, developing the core strength that can help prevent injuries down the road (see "Tips from the Vet! Peak Performance," *Ski Patrol Magazine*, vol. 38, issue 1). In that article, we discussed how to get your dog to do exercises to condition the core. This month, we are going to discuss what dog handlers can do via passive stretching, massage, and acupressure to manage any early warning signs of soft tissue sprains and strains.

Keeping your dog happy, flexible, and healthy through a season of work can be done regularly through stretching and doing some manual therapy techniques (which includes massage); additionally, applying these techniques consistently can keep spasms and body asymmetry out of the picture. You don't have to

“Keeping your dog happy, flexible, and healthy through a season of work can be done regularly through stretching and doing some manual therapy techniques.”

be a physical therapist, massage therapist, chiropractor, acupuncturist, or veterinarian to perform daily or weekly manual therapy techniques or stretches in your dog. You just need to have the ability to gently (and I mean gently) palpate, massage, and stretch. Here are a few things that you can do to keep any dog moving to its utmost ability. [NOTE: that isn't to say that these will fix serious injuries; if you aren't sure about the cause of lameness or asymmetry in your dog, consult with a properly trained, licensed, and knowledgeable veterinary sports medicine, rehabilitation (PT), chiropractic, or massage professional first.]

PALPATION AND TOUCHING

Palpating and touching is one of those things that is turning into a lost art, yet it's critical that it be done properly to find and treat the little things. Most folks have no idea how hard they are touching soft tissue when they palpate someone or something (living) else. When checking or treating your dog, make sure that when you palpate, massage, stretch, or do any fascial work through the skin that you are doing it with a light touch.

Think of palpating and touching soft tissue as creating a dialogue with the tissue you are feeling — you ask a question through touch or pressure ("How are you feeling?"), and the tissue responds by relaxing and getting softer or by tensing up and getting harder. You are trying to decide if an area is more or less sensitive than normal or other surrounding areas (or the other side). You are also trying to determine if the texture of the tissues is that of normal working muscle, tendons, or ligaments.

To palpate properly, think of how much pressure you need to have in 1-2 fingers in order to hold up two quarters — that's the amount of pressure you should start with. You can always go deeper, but you should develop the feel that allows for different amounts of pressure. Don't hammer or mash on points. Be attentive to the texture of the muscle or tissue between the skin and underlying muscle. A healthy muscle should always feel like a raw steak (sorry to you vegans) — not only does it give, it also bounces back a little. The more a muscle feels "cooked,"



Figure 1: Gently shift the dog's weight off of the limb.



Figure 2: Extend the leg forward while supporting it.

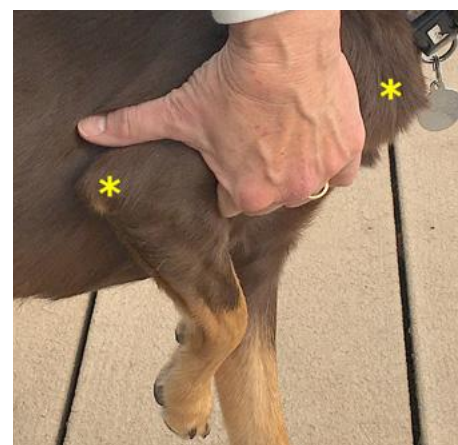


Figure 3: Fold the leg back up and support the forearm.



Figure 4: Extend the elbow gently.

the more in spasm it is — even if it doesn't seem sensitive. Sometimes if a spastic area can't be addressed quickly, the body simply shuts off the nerve responses to the area so as to not overwhelm the brain. The brain and body simply learn to ignore it, but that doesn't mean a problem is not there. If an area feels thickened and irregular like gristle or connective tissue junctions in a steak, it is probably scar tissue of some kind. Of course, if any area is ever sensitive to touch, be gentle to the tissue and, if need be, have it checked by a professional.

STRETCHES

Once again, be gentle! When stretching your dog, don't just grab a leg and start pulling on it. Always approach a stretch as if you were asking the limb a question about flexibility, e.g., "Can you come in this direction?" Start the stretch mindful of any resistance. If you feel any resistance, stop the stretch, wait, and let the dog relax into the stretch. Once you feel the limb relax, take the stretch a little further. If at any time you find that the dog is uncomfortable with the stretch, stop and have the dog checked by a veterinarian knowledgeable in sports medicine or rehabilitation. I have a short video on my clinic Facebook page (Animal Health VIPS) showing the stretches incorporated into the musculoskeletal exam of the sled dog. If interested, it can be found at <https://www.facebook.com/AnimalHealthVIPS/videos/1083879431791174>.

One rule about stretching that is as true in dogs as it is in humans and horses — DON'T do passive stretching BEFORE exercise. Wait and stretch after the dog has completed its tasks or jobs for the day. Research has shown that passively elongating muscle fibers before they have to work leads to less efficient contractions or shortening.

FRONT LEG PASSIVE STRETCHES

- Stand on the opposite side of the limb you are going to stretch.
- Gently shift the dog's weight off of the limb, then pick it up with all joints flexed (as if the leg were tucked up under the body). [Figure 1]
- Support the shoulder/elbow with one hand, put the other hand under the dog's wrist, then extend the leg forward. [Figure 2]
- Fold the leg back up and support the forearm above the elbow with the hand closest to the dog's head (so the shoulder is flexed). [Figure 3]
- With the hand closest to the tail, hold the forearm below the elbow and then extend the elbow gently (so the shoulder is flexed but the elbow is in extension). Keep the leg tucked in along the chest and let the elbow glide along its natural path as it extends — don't pull it out to the side. If the elbow doesn't want to stay in the plane of the forearm (in the hand above the elbow) and rotates away from the chest, chances are you have a tight pectoral muscle. Go to the chest and palpate and/or massage those. [Figure 4]



Figure 5: Gently shift the dog's weight off of the limb.



Figure 6: Extend the leg behind the body.

HIND LEG PASSIVE STRETCHES

- Stand on the side opposite of the limb you are going to stretch.
- Gently shift the dog's weight off of the limb and then pick it up with all joints flexed (as if the leg were tucked up under the body). [Figure 5]
- Hold the stifle joint with the hand closest to the head.
- Put the other hand under the hock (ankle).
- Extend the leg behind the body with the stifle held and supported by one hand and the ankle supported by the other. [Figure 6]
- Fold the leg back up under the body and lift it sideways as if the dog were peeing on a bush.

MANUAL FASCIAL WORK

There has been a lot of research over the past few years showing how important connective tissue fascia is to overall body health. Doing manual work focused on mostly the fascia (versus the muscles) involves gently sliding the skin over the underlying musculature; this movement will stimulate, mobilize, and affect the “webby” fascial “interstitium” connective tissue under the skin. Current research continues to show that gently manipulating this tissue can positively affect nerves, circulation, and immunity (through the lymphatic system) and also is an important body-wide mechanism of communication between tissues and even organs. Simple fascial mobilizations can be done by just using a flattened hand or straight fingers placed on a single spot of skin to gently slide it over the underlying muscles and joints, similar to sliding a shirt over skin. You can move the area back and forth, in circles or in figure 8s. Pay attention to areas that seem sticky and don't want to move — you are over an area of scarring.

T-Touch® is a special fascial technique developed several years ago by Feldenkrais practitioner Linda Tellington-Jones. While complete T-Touch® involves bodywork combined with specific

exercises, the use of the T-Touch® circular skin-fascia technique can be very effective for minor stiffness, discomfort, and muscle tension. To perform the circular T-Touch® movement, start by lightly placing two fingers on the skin. Then very gently (and I mean gently) do a quick clockwise circular motion of the skin spot (move the skin with the fingers) as if you were winding a clock hand in a complete circle and a quarter, covering an area of approximately half to 1 inch in diameter. You can do multiple spots by moving your fingers around to different locations. Remember, use very little pressure, just enough to move the skin (as described earlier, use the effort of holding up two quarters). For more information on T-Touch®, go to https://ttouch.com/About_Us/What_is_the_Tellington_Method/How_to_Do_the_TTouch_/index.html OR <https://www.youtube.com/watch?v=w7aE4ihj7Ao>.

Last, but not least, there are some simple acupressure points that can help alleviate the minor aches and pains of a day of training or searching. To stimulate these points, a handler could use T-Touch®, fixed pressure, tapping, fingernail scraping, or oscillating pressure (gently pushing a finger in and out of a spot). Acupuncture/pressure points are always in small tissue depressions. When trying to find them, go to the anatomic area where the points are supposed to be, then gently palpate until you feel a little dip in the tissue. Recent research has shown that 80% of the classical acupuncture points are found in fascial clefts — that means those little depressions can be effective gateways to deep body structure and even deeper organs.

- SI9: this point is one of the master points for front leg pain. It can be found in the middle of the triceps muscle (behind the shoulder) in a small depression where the muscles meet. [Figure 7]
- BL40: this point is considered one of the master points for hind limb pain. It can be found right behind the stifle (knee) joint in the depression created where the hamstring muscles meet the rear shin muscles (gastrocnemius muscles, for those of you who know your anatomy). [Figure 8]



Figure 7: SI9 is one of the master points for front leg pain.



Figure 8: BL40 is one of the master points for hind limb pain.

- Bladder association points: these points are on both sides, about two thumbwidths on either side of the spine, ranging from the shoulder blades to the hips. These points are beneficial for not only the back muscles, lumbar fascia, spinal ligaments, and disks, but many points are also associated with other body tissues and organs. When massaging or doing fascial work on these points, pay attention to skin temperature, sensitivity to touch, and tone of the underlying muscles. If one point is too sensitive to touch, try doing the point on the other side of the spine.
- If interested in learning more about acupressure for your dog, I recommend the book or DVD *Canine Acupressure*, by Amy Snow and Nancy Zidonis (Tallgrass Publishing). They also have excellent hands-on training courses for a non-COVID-19 world.

It's easy to get into a routine of stretches after training or deployment either up at a patrol shack or once you get home. Doing these stretches consistently should result in a dog that is more agile, less stiff, and (hopefully) less likely to get hurt. These techniques can be easily integrated into a session of the core-building exercises we talked about last time, or they can be done stand-alone. Adding a little fascial work or acupressure daily or in the specific face of a hard training or work effort or even a mild injury can also assist in recovery, minimizing time off. If there is ever any doubt on the part of a handler as to incorporating any manual therapy technique, discuss it with a veterinarian, veterinary chiropractor, or canine massage therapist first. +

SKI HARD. WORK EASY.

THE GREATEST PATROLLING BOOT IN THE WORLD!

Walk anywhere with ease in the inner walking boot, step into the outer chassis to ski your favorite terrain as hard as you want.

Super powerful dual stack technology in the Antero [men] and all-new Antero-S for women.

Antero

Antero-S

For super-deep NSP.org member discounts on Apex Ski Boots, log in at TheSnowPros.org and click the Pro Offers link.

APEX

SKI BOOT SYSTEM

The exclusive two-piece open-chassis™ system

Golden, CO 80401 | 303.530.3340 | info@apexskiiboots.com

FROM THE *Director's* CHAIR

BRIGHTON SKI PATROL DIRECTOR
DAVID KOENIG AND FORMER PATROL
DIRECTOR ANDY PETERSON

BY ERYKA THORLEY

As we start our ski season and make major adjustments due to the novel coronavirus and COVID-19, patrols are facing a variety of challenges, from staying safe to running Outdoor Emergency Care refreshers. Brighton Volunteer Ski Patrol Director David Koenig, and his predecessor, Andy Peterson, sit down with us to discuss what it's like to transfer responsibility during a pandemic and how important their patrol family is to the magic that is Brighton Ski Patrol and resort.

SPM: *It's wonderful to have two patrol directors in an interview. If comfortable, please tell me a bit about the transition and how it's going during such a strange year?*

Andy: I'm the leader of the motor mouth, so I can start. David and I have been directors — I use the term director because one person has to assume director and one the assistant — but in reality we've been co-directors for years. It's not that one of us leads and the other follows. In reality, we both work together and collaborate. We try to do what's best for the patrol, division, resort, NSP, and most of all for our patrol family. David and I have worked together for years on this.

David: That was the critical part, so when Andy decided to step down there was someone there that was ready to take over. There are two others that are in a similar position now so that if/when I step down there is someone else ready to step in.

SPM: **When did you two transition your roles?**

Andy: We've been transitioning especially over the past couple of years. Last year I really stepped away from the patrol in a big way, and David assumed the responsibility from there on. I've just been hanging around in a sort of

tongue-in-cheek deal and answering whatever questions he might have. He pretty well knew everything that was going to be coming down the line because we worked so closely and for so many years.

SPM: *If you don't mind me asking, why did you step down?*

Andy: I have been volunteer patrol director four or five different times.

Sometimes I would do the patrol director slot for four years and then I would be assistant director for a while and step in again if someone had to step away. A number of years ago, Brighton decided to appoint a single director when the resort decided they didn't want to do elections every four years. At that time, the resort came to me and asked that we have a set director. The title was there for verbiage only, but the



Fireworks over Brighton Ski Resort on New Year's Eve. Photo by Jake Blaskowski.



Andy Peterson



David Koenig

reality was that David and I took the position and ran with it.

David: It's been about five or six years now that we've had a designated director. Before that there was an election every year. Basically, we would elect someone and they would come in as the patrol director in training. The next year, they would be the director, and then the third year help the director and incoming director with learning

patrol operations.

SPM: *You mentioned that you have about 100 patrollers?*

David: Yup, this year we are down to about 75, but it varies from 75 to 100 every year.

SPM: Given that the resort asked you to change the regular elections and changing of the guard for your patrol, what advice do you have for other

patrols that might be thinking about doing something similar?

David: We made the transition because that's what the resort requested us to do. That was the primary motivation for changing what we were doing. A lot of it is working with area operations and finding out what the resorts want and adapting the patrol to meet those requirements.



Avalanche dogs frolic in fresh powder. Photo by Jake Blaskowski.



Patroller Pete Tucker and avy dog Tela. Photo by Scott Marland.

SPM: You mentioned that you're dropping to a staff of 75; is this because of the pandemic?

David: There are people taking the year off because of COVID due to medical conditions or that they are just not comfortable.

Andy: That is the primary reason for today's situation. Before COVID, we would run some 20 people on the weekend and were also responsible for staffing holidays and special occasions.

Candidly, before COVID the resort was looking for a more nimble group of patrollers. They were wanting us to reduce our group and ultimately use a smaller group more effectively. Either way, the plan was to shrink the patrol one way or another. Mountain management is very acutely aware of how many days a patroller skis and also acutely aware that not everybody gets their days in. They wanted to reduce staff to make sure that everyone is a participating member and fulfilling their days.

David: Our volunteers are typically really excited when they first come on and then life changes for them and some of them have a hard time meeting the time requirements. At some point, you have to step in and hold people to it or consider giving up patrolling.

Andy: As David shared, the younger people come in and are ready to go and be on the mountain. They want to have a super "S" on the back of their coat for super patroller and they are everywhere. Then their life changes, like David says; maybe they have to go back to school. We also have a large group of people that have always been the "stable ables." Of a group of 100 people, we have 25-30 volunteers that are the constant. These people all get older too, and then they can't do the hill duties that are required. When they can't do the hill duties, then you have to figure out where to put them. They are the foundation and an important part of how the patrol family lives on.

SPM: What are the biggest COVID adaptations for your patrol this year?

David: The biggest one for us so far this year is that the volunteer patrol and pro [patrol] would not always do their refresher together. This year since it's all online, we are doing the same refresher for the paid and the volunteer patrol. I think that is a great benefit. In the past,

things would come up in our refreshers that wouldn't cross over to the other group.

Additionally, our locker room will be about five patrollers at a time with five minutes or so to get their stuff and then they'll head out and another group will come in. We are going to limit the number of people in the aid room and do social distancing on the hill.

Andy: As David said, the paid staff and the volunteer staff are having refreshers together this year. This is really important, as everyone has to know what the other person is thinking even more so this year. With separate refreshers we may not have always been 100% in sync, but with COVID we have to be 100% in sync. This has created a lot of continuity within the patrol. There are so many new protocols that all of us have to work in accordance with and understand so that we are all safer with the current issues of the pandemic.

SPM: *A few patrols are ditching their locker room. It sounds like you all are keeping it? Can you explain that thought process?*

David: The rule is going to be that if you're indoors you'll have to have your mask on at all times. There will be a lot of cleaning. Radios will be cleaned every day, and radios will be assigned to people. The director will hand things



Todd Bolyea skiing Aspen Chute. Photo by Jake Blaskowski. (For more on Todd, see "2020 National Outstanding Awards Winners," page 47.)

to individuals directly as they show up. At this point, we feel safe enough with the policies that we have in place and keeping things clean that we can maintain our locker room. At Brighton, we park at the beginning of the circle as you enter the resort. Most years there is a shuttle, but this year we are trying to avoid the shuttle to reduce exposure as it holds 14-15 people and could be a significant risk for our staff.

SPM: *Personally, what are your biggest concerns going into the season during a pandemic?*

David: Actually getting COVID from patrolling, that would be my biggest concern. Another concern is having to quarantine people for two weeks. The volunteer patrol is pretty large, and we can compensate, but if the paid patrol were to get sick and need to quarantine

that would have a potentially traumatic impact on their ability to cover the hill.

Andy: I am taking a year off. I fall into the category of one of those people that has a medical condition that if I were to come down with COVID I may not likely come out on the other side 100%. This year, I'm going to sit it out and go from there.

SPM: *What are your most helpful resources for planning your COVID protocols for this upcoming season?*

David: For our refresher we have been taking stuff off the NSP COVID page and CDC [Centers for Disease Control]. We are fortunate that several of our patrollers also work in EMS and fire and have been helping us adapt our resort protocols this year. The person that is helping us the most with our COVID protocols this year works for a firefighter station downtown. Patrolling is very similar to fire, so that's



Candidate training. Photo by Jim Gatsby.



Off-season practice. Photo by Sean Mayhew.

been helpful.

SPM: Brighton received “National Outstanding Large Alpine Patrol” in 2015-16. Andy, you were the director at the time; please tell me a bit about this award and how it was received among your patrollers and at your resort? What makes Brighton “Outstanding?”

Andy: Brighton is like all other patrols in that we are a product of our membership. We are very fortunate to have a unique patrol with very skilled people. Brighton has a huge community of interactive instructors, division directors, and other really skilled people that come with that. All the patrol was so excited with the

award and we all shared in the award and excitement. We had received the award many years prior, but doing so again highlighted how collective of a patrol we are and how we work together. It also showed to mountain management how dedicated their patrol staff were. In this respect our volunteers and paid staff are a totally integrated patrol. We are a staff of patrol with some getting paid and some working the holidays and weekends, but overall we are a patrol family and nobody is ever excluded.

Note: in our usual fashion, we spent some time interviewing David about his current role as volunteer director

and what drew him to skiing in the first place. Luckily, we were able to keep Andy around for this conversation as well!

SPM: How long have you been patrolling? And how long as a director at Brighton?

David: My candidate year was 2001, and I’ve spent my entire patrol career at Brighton.

SPM: What first got you involved with ski patrol?

David: I joined to help people. I really like skiing too; powder days are nice. I’m up at the resort every weekend now, and staying in shape and helping people is a benefit.

SPM: Where are you from originally?

David: Idaho Falls. We started off at Kelly Canyon and moved to the slopes of Grand Targhee as we got older.

SPM: Was it a family thing?

David: Yes, both my parents skied. My brother and I started skiing when we were likely 5 or 6 years old. It was skiing every weekend. We never really took vacations. Maybe once a year we would go to Sun Valley and spend a weekend there. One day a weekend we would drive over in the morning and drive back every night.

SPM: What is the thing that keeps you coming back year after year to patrolling?

David: The camaraderie on the patrol. There are lots of friends on the patrol, and we mountain bike and have fun together. We go down to Moab every May and camp, mountain bike, and enjoy the desert.

SPM: What makes your program unique?

David: It’s the patrollers. Brighton has a really high standard for the OEC, and we have several instructors that instruct for other patrols within the division. Our S&T [Outdoor Emergency Transportation] is really outstanding too.

SPM: Founded in 1936, Brighton was the first ski resort in Utah and one of the first in the U.S. as a whole. Do you think this history also brings a different caliber of ski patroller?

Andy: I would think so. Salt Lake City is close to six or seven resorts, and I think most of the people on the patrol have been very involved as young kids or a family program.

SPM: And kids under 10 years old ski for free! That's amazing. How many pro patrollers do you have at Brighton?

David: I think it's around 30-35 on the paid staff. Volunteers, 75-100 people. We have 75 active patrollers but likely 10 others that are not active by either taking a year off to just not active for one reason or another.

SPM: How do patrollers become involved with your program?

David: We do need to recruit patrollers. Typically, we have a tryout in the spring. We put signs up around the resort and let them know what weekend we are going to do it. People come out and we evaluate how well they ski and get a feeling for why they want to patrol and if it will work out. Then we bring them back for a full day including morning meeting and they stay until sweeps are clear. We likely start out with 20 people and usually half of them have dropped out before the OEC class starts and even more so once the on-the-hill training starts.

SPM: Do you have both skiers and snowboarders on your patrol?

David: Yes, we take snowboarders too.

SPM: What's the commitment for your volunteer staff?

David: We require 16 days and three nights. We have reduced the number of people on the hill this year. Currently the way we're adapting to the pandemic, we probably won't have to all meet the full commitment this year.

SPM: What does your rookie training typically entail?

David: Our OEC class is done in the summertime. Now that we've changed to the online format, they'll have two months to get through the OEC book. Another month will be the practical stuff and then we'll do the final test for all the candidates. If they get through that, then we bring them on the hill and go through the on-hill and sled training with them. The on-the-hill stuff is now 4-6 weeks. One of the problems we've found is that a lot of people are interested in the program at first, but then they find out how much time it is and realize it's more of a commitment than they want to make.

SPM: Who's the longest-running patroller in your group?

Andy: Probably Nancy Pitstick. We have a lot of people that have been at

Brighton many years now, long before my time. Nancy just received her 50-year pin. She has been in just above every role, including the division adviser and patrol director. She worked on the OEC Refresher Committee for years and was involved in the OEC fifth edition revisions.

SPM: What's the average years of experience in your program?

Andy: I think our average age is probably pushing 50-something. I would say that our average years of patrolling is probably around 16-18 years.

SPM: Do you have young adult patrollers in your program?

David: No, we don't.

SPM: How else do you engage with your local community?

Andy: There are events that happen in the winter that are part of other activities and groups that are doing stuff that we help support as a patrol. We hold our refresher at a church, and as part of the church allowing us to use the space we have asked the resort to provide about 12-15 passes that we give to the youth group at the church so that they can ski during the winter.

SPM: What is your annual average snowfall?

David: 500-600 inches. The snow is one of the things that makes Brighton so nice.

Andy: One thing that I would like to point out about David is his dedication to advancing the patrol doing all sorts of stuff. Last year, we brought back the Certified Program at Brighton. David was the third or fourth person to do the Certified position at the resort. That puts David in a whole new light as far as providing support services to the patrol and the paid patrol.

SPM: What is this certification?

Andy: With NSP, there is a basic level and then a Senior level of patroller. Beyond this there is a Certified patrol program that has eight programs to it. This certification includes additional training on aspects of ski patrolling.

SPM: David, what's the biggest thing you learned in this program?

David: The real eye-opening experience was the risk management side of it. There is patrolling where you are helping people, but this is a new perspective of looking around the resort and trying to



Move to natural

Discover the comfort of
natural merino fibers at
icebreaker.com

icebreaker
Move to natural



Chris Stowe skiing Elevator. Photo by Jake Blaskowski.

isolate potential problems and trying to correct them. It's the big picture that this certification really focused on.

SPM: When is typically the best time to ski at Brighton?

David: I would say probably January or February, the colder months when most of the mountain is open. It usually takes about 100 inches of snow to open the bowl side of the mountain, and by that time of the year we've usually been able to accomplish that.

SPM: Do you have medical pros in your program?

Andy: There are two MDs. They operate as patrollers unless something really goes upside down. One of the doctors is associated with the clinic on the mountain, so he can slide into that role as part of the clinic if needed. We have a couple of paramedics on the paid side, but not on the volunteer side but there are several nurses. There are also a couple of PAs. We probably have 7-8 medical pros that are currently working in the medical field on our patrol as a

whole.

SPM: What are some of the traditions in your organization?

Andy: There was a long-time patroller that passed away a couple years ago. He loved the gag awards and would make sure that every year they happened and find funny gifts for awardees. You have to be pretty careful on the patrol. If you do something silly, you'll get a badge at the annual banquet and be roasted for it.

SPM: Have you guys been roasted?

David: I'm sure I have, but maybe it was so traumatic that I just want to forget about it.

SPM: Andy?

Andy: I've been roasted so many times that it's unbelievable.

SPM: What's the best roast you've had?

Andy: The best one that I can remember was skiing under the lift on a run called West Run and all of a sudden I wasn't paying attention to where I was in the trees and both skis stopped under a tree branch and I ejected and flew down the

mountain. During the awards, I received a cape to help me fly and a football helmet to protect myself.

David: One of my awards was an event where four of us fell while getting on the lift and of course it came back during the banquet.

SPM: How much time is spent on medical calls for your patrol? How many calls do you typically run in a year?

Andy: I would probably say that during the course of the year we see 1,000 to 1,200 calls.

David: That sounds correct. Every year we go over the numbers at our banquet. It's definitely over 1,000 a year.

SPM: Do you have summer operations that you assist with?

David: No summer operations. We are on a Forest Service permit, but we do have a fairly long ski season, mid-November through the end of April.

SPM: Outside of an impressive average amount of snowfall, what's your favorite part about Brighton?



Doug Underwood (L) and NSP National Outdoor Emergency Transportation Program Director Marc Barlage (R) helping with the Wasatch Cirque Series race. Photo c/o Marc Barlage.

David: It's not just the amount of snow we receive, but typically we have light fluffy snow and it's fun to be out in it. Another important part is the people that you get to know on the mountain. Even if you head up to the mountain by yourself there is probably someone else up there to freeski with.

Andy: I like Brighton for its terrain. I like the challenges as far as the mountain. I enjoy that it's a resort where I learned to ski and like David, when you go up there is always going to be another patroller or local that you can have a wonderful day skiing with.

SPM: Do you do any avalanche control?

David: No, that's all done by the paid staff.

SPM: I've heard stories of being in lockdown due to huge snow amounts, what does this look like for Brighton?

Andy: Big Cottonwood typically doesn't see avalanches that cross the road and close it. At the bottom that does happen, but they are typically quick at clearing the road. UDOT [Utah Department of

Transportation] is the one responsible for clearing the road, and they do a great job.

SPM: Is there a shuttle to access the resort?

David: We have city buses that run all the canyons. Most of the patrollers drive themselves but if you want to you can take the bus; it's included with every season pass. As a patroller, the bus typically stops before we're off the mountain, and the early morning buses don't always get you up in time.

Andy: Our patrol is responsible for the weekends, but all the patrollers have to do three night shifts. These night shifts start by 8:00 a.m. and then night skiing doesn't close until 9:00 p.m. By the time patrollers get down it's probably 9:45-10:00 p.m.

SPM: How often is there night skiing?

David: It's Monday-Saturday.

SPM: Do you know what the resort is planning for skier visits this year?

David: I don't know about that right now. I've asked about it but haven't gotten an answer quite yet on how the resort will

run operations this year.

SPM: Do you have a dog program at Brighton, and are volunteers involved?

Andy: I had the good fortune of running an avalanche dog for 16 years. I have had two dogs over the years, which was very special to me. The resort and the paid staff helped me run my dogs, but I was the last volunteer to have an avalanche dog on the mountain. Every resort up here has at least three dogs, if not more.

David: Volunteer staff sure does get buried a lot, and we help the paid staff dig snow caves.

SPM: Thank you very much gentlemen for sharing your stories with us at SPM. We wish you a safe and successful season!

David: Thank you for highlighting our patrol and patrol family. That's a big point for us to be able to say something about our patrol family and how we depend on each other. Andy and I have been organizing it I guess, but it takes all the members on the patrol to keep it going and be successful. +



AERIAL LIFT EVACUATION

UPDATED GUIDELINES FOR PATROLLERS

STORY AND PHOTOS BY MARY DAVIS

Before diving into the “changes”/differences between the fourth and fifth editions of the *Aerial Evacuation Resource Guide* (AERG), I’d like to first address the reasons for the update, who was involved, and what standards and requirements were used and why, because they provide insight into what affected the changes.

- 1. Why the update?** The previous (fourth) edition was published 22 years ago, and it needed to be updated to current practices and equipment, along with current national standards and regulatory compliance.
- 2. Who was involved?** Coordinated by staff from the National Ski Areas Association, folks providing input included (but were not limited to), NSP, patrollers (NSP and non-NSP), risk managers, ski area management, ski industry insurance companies (reflecting both the liability and worker’s comp perspectives), safety professionals, and others, a wide spectrum of stakeholders. The next step, a major piece of work, was a writing and editing team who took the input and developed the changes to create the fifth edition. It then went through more cycles of editing and reviewing by another team in collaboration with the writers, then a final review

team, resulting in the finished fifth edition of the *Aerial Evacuation Resource Guide*.

3. What standards and requirements were used and why?

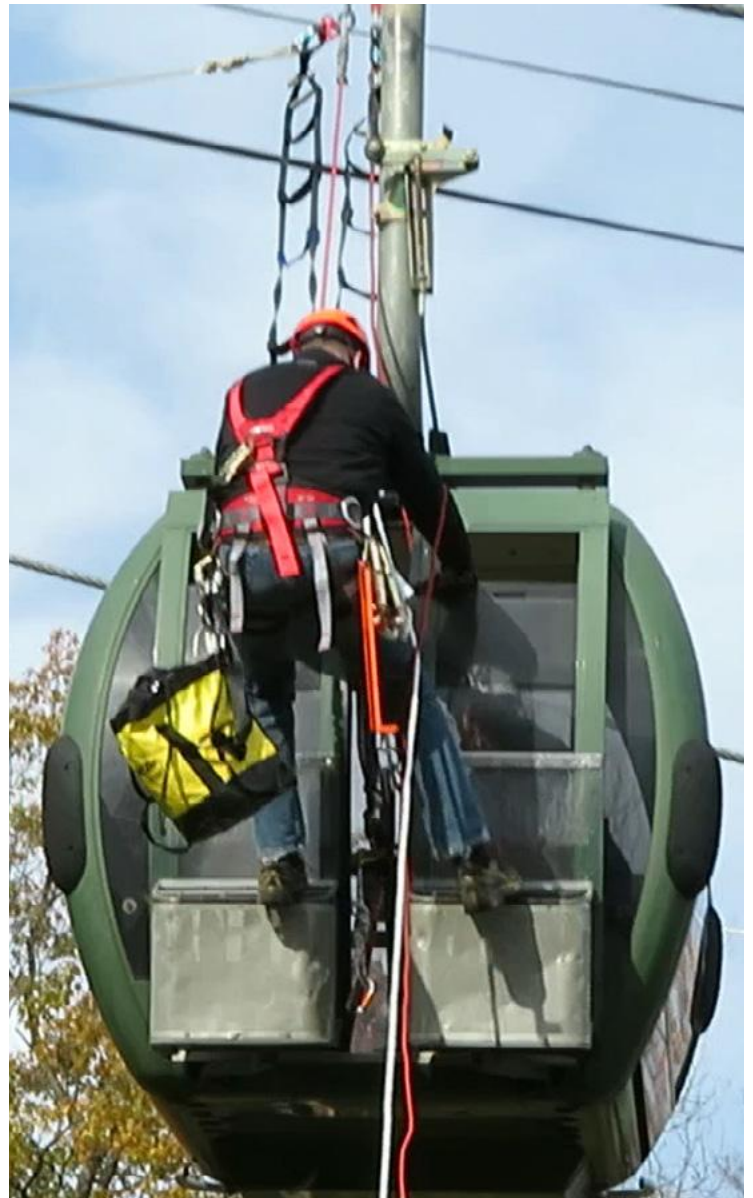
They used American National Standards (ANSI) Z359 — fall protection and fall restraint standards, Federal Occupational Safety and Health Administration (OSHA) regulations, and ANSI B77.1-2017 American National Standard for Passenger Ropeways — Aerial Tramways, Aerial Lifts, Surface Lifts, Tows and Conveyors Safety Requirements. Each of these are regulatory (required by law) in most instances, and if not regulatory, they do reflect practices that have been proven effective and are widely used. A frequent question that gets asked is “Why doesn’t it reference the National Fire Protection Association (NFPA) 1983 — Standard on Life Safety Rope and Equipment for Emergency Services?” NFPA 1983: 2017 specifically states, in Section 1.3.2, that “This standard shall not apply to rope or equipment for use where specific situations dictate other performance requirements such as mountain rescue, cave rescue, lead climbing operations, recreational use, and industrial fall protection for general industry and the construction and demolition industry.”



“60 years ago, when lift evacuation was first required of owners/operators of aerial lifts, there was no equipment designed specifically for aerial evacuation.”

With all these factors and perspectives in mind, the fifth edition has been created and published. Chapter 1 does a great job of explaining what this resource guide is and is not. In a nutshell, it is a guide to help us tap the resources in reviewing/revising our evacuation plans and choosing equipment that meets the objectives to satisfy the needs in performing an aerial evacuation. Know also that this guide is used not only by ski areas, but also other owners of aerial lifts in places such as amusement parks, zoos, scenic chair rides (not at ski areas), and urban transportation. Hence, you will see words like “employees,” “workers,” and “rescuers” in addition to “patrollers” or “volunteers.” Chapter 1 specifically points out to us that these words are considered synonymous, so if you are a patroller, just think patroller when you see them.

One last thing before we get further into more of the changes: over 60 years ago, when lift evacuation was first required of owners/operators of aerial lifts, there was no equipment designed specifically for aerial evacuation. Our predecessors first looked to the “urban” world, specifically fire departments, where they found that rope rescue was not (yet) included in their scope of activities and that the equipment they were using consisted mostly of hemp rope and wooden ladders, neither of which was suited for our task. They then looked at what was being used in the wilderness



Setting up to evacuate a gondola cabin.



Readying for a lift evacuation practice.



Anchored autolocking belay in locked position.



Anchored autolocking belay running.

and identified ropes that were the most suitable: “hard twist dynamic mountaineering rope” (kernmantle construction type of rope didn’t exist) that were designed to withstand (to a point) the abrasiveness of the terrain, along with carabiners (non-locking at the time). Not finding devices suitable for interfacing with lift passengers, many varieties of homemade devices, ranging from slings to primitive “T” seats, emerged. Hall Ski Lift Company even came up with a “Standing T” (which has since been phased out and replaced with much lighter and more efficient devices that accommodate a wider size range of people).

They learned quickly that the carabiners could inadvertently be opened (with not-so-nice consequences), so they instituted the use of two carabiners with the gates facing in opposite directions. By the early 1980s, manufacturers started manufacturing static kernmantle rope in the fiber rope industry, and twist-lock carabiners emerged along with engineered and commercially made devices such as slings and evacuation seats. Today, we have low-stretch fiber ropes that are designed for “life safety use” (constructed specifically for live [human] loads to protect lives), just like there are ropes designed as “mooring ropes” used on water craft from canoes to large yachts (considered to be “dead loads” as they are equipment/material objects, which, unlike human lives, are replaceable). Both types of ropes carry load ratings for well over 5,000 pounds, but they are designed and constructed for totally different purposes/uses.

In the good old days when there were no commercially available harnesses and personal protective equipment (PPE), field-assembled swami belts and seat harnesses were commonly used. As seat harnesses and other equipment became commercially available, some people migrated to their use. Today, we have devices that are designed and rated for specific uses and meet specific standards. The AERG focuses on ANSI 359 and the OSHA standards for employee protection, as both apply to employees, particularly in our situation during training. A logical question that follows is, “Should we be using equipment that does not meet the standard for all other evacuees and trainees?” For the sake of consistency and efficiency, not to mention costs of equipment and training time, it makes sense to build our program (equipment, procedures, and training) based on the most stringent standards and practices.

In my professional work I was tasked to investigate accidents (some were fatalities), and one of the common themes among them was human error. Chapter 3 addresses risks and risk management in several ways, and I find myself returning regularly to the “Hierarchy of Controls” graphic on page 15 of the AERG. It depicts control measures (what we can do to manage risks) on a scale from “most effective” to “least effective.” As mentioned earlier, human error is often found at the root of most incidents and accidents. To me, this is an awesome tool because in using it, whether investigating the accident or assessing what



Opening the cabin door on a gondola rescue.

equipment/components to purchase or procedures to use, it puts things into perspective.

A quick example would be having to field tie an evac rope to the evac device. What are the risks involved in this? For instance, knowing which knot to use and being skilled in tying the knot under all environmental conditions (temperature, visibility, etc.), are considerations. Look at the variables such as skill necessary (and confirmed through practice and demonstration) and impacts of the environment (challenges tying the knot with gloves on in pouring rain or driving snow) versus not having to tie a knot. Using the Hierarchy of Controls, it makes sense to use rope with a manufactured end termination (aka “sewn eye” with a thimble built in) that is designed and made by the rope manufacturer, rather than tying a knot manually. Yes, this does mean that a self-locking carabiner needs to be used to attach the rope to the evac device, but it also then affords the opportunity to use the same rope (by removing the evac device) to attach to the evacuation interface device on a sit-ski (and saves on having to have a completely separate rope set dedicated solely to adaptive evacuation situations involving sit-skiers).

Not only are we managing the risk by eliminating the potential for human error as the knot is tied, it is also quicker in the time of need, requires far less training and practice to accomplish the task, and is multipurpose. This demonstrates the thought process used when considering the equipment and practices that are shown in the fifth edition AERG. No doubt there may be a time and a place where using the knot outweighs the manufactured sewn eye, but in using the Hierarchy of Controls it becomes evident that the knot is likely the exception, not the rule. The focus is to strive to keep the safety of our rescuers (employees and volunteers) and our guests foremost in our practices while taking system costs into consideration.

I know that this resource guide is not all inclusive. It strives to meet the basic needs of the most common lift installations and provide a basis for more complex systems. There are lifts that have certain attributes and conditions that require evacuation systems that go far beyond those of most lifts in North America. Think smart, manage the risks, and embrace change not for the sake of change but in the best interest of the safety of all involved. +

LET'S MOVE MOUNTAINS TOGETHER IN 2021.

**SAM IS TALKING SOLUTIONS.
BE A PART OF THE DISCUSSION.**

NEWS, ARTICLES, PODCASTS, BOOTCAMPS,
& MORE TO SUPPORT EVERY PATROLLER.
#LETSTALKSOLUTIONS



NSP members get 25% off a subscription to SAM with code "NSP".

SAMINFO.COM/SUBSCRIBE

sam
SKI AREA MANAGEMENT

A Conversation with David Hemendinger

NEW INSTRUCTOR DEVELOPMENT PROGRAM
DIRECTOR AIMS TO MODERNIZE PROGRAM

BY CANDACE HORGAN



David Hemendinger

In summer 2020, the National Ski Patrol selected a new Instructor Development Program director, David Hemendinger, who succeeded outgoing director David Ginley, who termed out. Hemendinger has gradually gotten more involved at the national level, initially through Outdoor Emergency Care. An EMT in Rhode Island, he has been a member of the OEC Refresher Committee since 2017. A former assistant patrol director and patrol director at his ski area, Hemendinger has also been involved in teaching Outdoor Emergency Transportation, and that teaching led him to the Instructor Development Program, where after becoming an instructor and instructor trainer, he started working in Instructor Development in the Eastern Division to modernize the program and make it more useful to instructors. He has now brought that experience to the national level.

In October 2020, *Ski Patrol Magazine* interviewed Hemendinger about his background, his instructing experience, and his vision for the Instructor Development Program.

SPM: *Let's start with a little bit of background. Tell me about your patrolling history, how you first got involved in ski patrol, and then what led you to become an instructor and where you currently patrol? It looks like you were a patroller at Yawgoo Valley; does that still exist? I went to school in Worcester, Massachusetts, and haven't heard of it.*

David: Yes, it does. It's a "Rhode Island Gem." So, let me tell you how I started. I grew up in upstate New York, in the foothills of the Adirondacks in a little town called Schaghticoke. All of us in school, middle school and high school, during the wintertime you either worked on the farm or you skied at the local ski area, a family-owned mountain called Willard Mountain. That's where I started. I was up there every day after school. I was on the race team, I helped make snow at night, and spent quality time at O-dark-30 with the grooming crew. As a high school kid, I was pretty busy on the hill. I was not a patroller. I spent a lot of time running from the patrol and probably driving the patrollers crazy, but never really thought about patrolling.

That all changed for me just before the year 2000. My daughter had a seizure for no reason, and I remember feeling totally helpless during that whole thing. At that time, I had no medical background at all other than my work as an IT healthcare professional.

Based on that, I said to myself, you know, I never want to be in a position where I feel that helpless again with anyone in my family having any kind of issue like that. So, I enrolled in an EMT course and became a licensed EMT in the state of Rhode Island. I started working as a volunteer EMT with Yawgoo Valley Search and Rescue, a local ALS provider. At some point after that, I thought, well, you know what, there's got to be a way for me to utilize my EMT talents in the wintertime, and I love skiing, so why don't we check out this ski patrol thing? I showed up at Yawgoo Valley as a candidate and literally started working with them on the hill. I loved it, everything about it. Although I had a full-time job, I really enjoyed what patrolling was all about and was able to maximize all of my talents, not only as a skier, but as an EMT and as a mentor. So, I started my candidacy, went through my first year, got that under my belt, and it wasn't long after that I immediately started to move into leadership roles doing Ski and Toboggan [Outdoor Emergency Transportation], assistant patrol director, patrol director, and becoming a Senior. I became a trainer/evaluator both on the OEC side as well as on the OET side. I got really involved and have been for 20 years now.

SPM: *According to your résumé, right after you got your EMT, you started with search and rescue. Is that a local organization, a volunteer organization?*

David: Yes, Yawgoo Valley Search and Rescue. We did rescue and search-type missions, covered medical support for many outdoor events like running and bike, and for state and local events, like 5Ks, MS marathons, things of that nature. We were also utilized by the state of Rhode Island many times when there was an actual search under way for individuals, children, alerts, things of that nature. I also volunteered in a supporting role as an EMT/logistics manager for RIDMAT, the Rhode Island Disaster Medical Assistant Team.

SPM: *You were assistant PD from 2000 to 2003, almost right after you started really, and then became patrol director in 2003 and were that for four years. Then you were Eastern Massachusetts and Rhode Island Region ROA, regional OEC administrator. I guess becoming an OEC instructor and instructor trainer kind of goes hand-in-hand with having already been an EMT and working on RIDMAT and the SAR team. And it looks like you've done ICS 100, 200, 700, and 800, and you've*

PRO

BY **swix**



A NEW COMPLETE
FLUORO-FREE
WAX SYSTEM
AN OPTION FOR ALL

To access member discounts on Swix Fat Bikes & the entire Swix product catalog, log onto the member services area of the NSP website.



Official supplier

@swixsportus

been on the OEC Refresher Committee for the last three years.

David: I've been doing an awful lot of work at the national level with the Refresher Committee focused on content modernization, streamlining content, and simplification. I also helped to review the OEC fifth and sixth editions. I supported the development and conversion of online content for the refreshers and have been responsible for the modernization of the instructor guides for the refreshers. So, yeah, I've been spending an awful lot of time with the Refresher Committee over the last three years. Prior to that, I was doing a lot of ancillary roles within NSP. I was helping the OEC community, held the position of assistant OEC administrator for the Eastern Division for the last year or so up to my appointment as the director. I've had my hands in quite a lot, both regionally and now, of course, the national level with the Refresher Committee.

SPM: So, you know, with all that experience with OEC, do you still have your EMT? Is that the case?

David: I do! I'm still a licensed EMT in Rhode Island.

SPM: So, can you talk about the evolution of prehospital medical care and how we've seen EMT evolve and OEC evolve along with it?

David: I've seen a full transition going from the separation of EMT type work and skills and interaction at the interface handoff between ski patrol and the local EMS system for sure. I have seen over the years that relationship become much closer, melding to the point where patient continuity of care has benefited. As OEC has evolved to become more standardized with the EMT curriculum, patrols have invested more time with local EMT services on the differences and nuances of the patient handoff. I can remember the first situation I had as a patroller where I handed off a patient to our local EMT service with the quick splint still attached, I got a "what is that?" reaction. We collectively decided based on patient condition and comfort level to leave the quick splint on the patient and transport, and during their return of the splint they asked me to show them how it worked.

SPM: Yes, EMTs usually only use SAM splints or cardboard splints.

David: Exactly. This was new for them, and for me when I first came to patrol. As an EMT/OEC, it has been very easy for me to articulate the differences, where those differences are, and to articulate those



David Hemendinger outside the patrol room door.

differences in my instruction. I think one of the areas having that background has helped my local area, and as a secondary at other [ski] areas, is helping to develop the local protocols to meet specific patient/area needs. It's been helpful to have that knowledge.

SPM: OK, so let's talk about Instructor Development, which to my mind is a very interesting program because it's kind of the forgotten program of NSP. It doesn't have the sex appeal or glamour of becoming an instructor in OEC or OET, or even Mountain Travel and Rescue for that matter.

David: We're about to change that (laughs); it's time to make it an experience!

SPM: When did you start getting involved with the Instructor Development Program, and would you agree with that assessment that it's in a lot of ways the forgotten program?

David: I would totally agree with that. I will tell you, Candace, for years I stood back, and I literally treated the ID Program the same way. It was my impression, and that's how I treated it, right? Then there was a day of reckoning for me. There were several situations where at a very high level, I was starting to oversee a lot of different instructors throughout the region. It became clear that not only was there tremendous diversity in the way content and instruction was being delivered, but I feared we were falling behind with trends in content development, instructional concepts, and changing educational needs. I feared this was becoming a missed opportunity and could impact the overall quality of our instruction and our system.

I was sitting in a room and there was a big conversation about instructor remediation and how we do it. Somebody said, well, I wish the ID Program did it. And I'm thinking to myself, well, isn't that one of the things the ID Program can or could do? I mean, that's what we rely on as a base foundation to get instructors off the

ground; why couldn't it be used as this remediation? And then someone said to me, why don't you go start that and figure that out for us? So I said, OK, and I became an ID instructor trainer and fully immersed myself in that program and started to make changes in the Eastern Division in regards to the ID Program, the way the content was delivered and the way you interact with patrollers, the whole mentoring process. A bunch of folks in Eastern Division said, you know what, when the position for national ID director comes up, you need to consider it, you could have a positive impact for all. I think the number one focus for me in this position now, which I'm so excited about, is modernization of not only our content, but our philosophy on instruction, building new instructors, supporting existing instructors, and building a program that is flexible and can adapt to the needs of the future organization.

SPM: *Do you think you might have brought that passion over from your professional career? I mean, you look at your résumé and it says a lot of what you've been doing in IT is trying to measure the effectiveness of educational content.*

David: Absolutely. It is unquestionable that leveraging my experience from my professional background can benefit the program's future. One of the reasons I believe the ID Program has sort of been that forgotten piece is its lack of agility and a healthy dose of simplicity. I realize these types of changes in thought take time, but we need to keep the momentum of past program leadership moving. I'm just looking to jump-start it with a new perspective, a healthy dose of simplicity, and the building of a next generation of tools which meet and exceed the requirements of our instructors. We need a higher dose of fun and a positive experience that lasts. One example, we're still focused on learning styles, and although learning styles are important, there's all kinds of new research out there on different ways that adults learn beyond learning styles, enriched learning, new science behind how the brain processes new information and recalls it, things of that nature. It's time for us to bring some of those concepts to the forefront and start to weave them into our instructor building process.

SPM: *Here's the interesting thing for me. I'm an OEC instructor and I'm an instructor trainer, but I'm also a paramedic and I teach EMT, EMT-IV, EKG, Stop the Bleed, CPR, and I'm going to start working on getting my ACLS and PALS instructor certs. With COVID-19*

having hit this country so hard since March, we've had to reevaluate a lot of things related to delivering our content. Like, the OEC class I'm doing right now, we're doing it via Zoom meeting, and the EMT class is in-person, but everybody needs to wear masks, and we're trying to do everything we can to keep people safe and prevent exposure. So, it's really kind of forced us to look at how we teach. It seems to me more and more that even though I like this style, the style of standing up in front of the class and doing a three-hour lecture, lecture is proving to be not effective. Is that something that you would agree with? And based on that, what tools do you think the ID Program can develop to encourage instructors to adapt to the changing circumstances of learning and become better teachers?

David: Yes, I agree. One of my vision statements as part of my candidacy was to start building a comprehensive toolset that allows instructors to leverage not only new technologies, but the methodologies behind those technologies and how to deliver content that's not only meaningful to the instructor team or instructor core, but measurable. That's one of my other areas of focus, measuring our effectiveness. I'm not sure that we've had that feedback loop truly in place where we can measure the effectiveness of our content delivery and the tools used to distribute it. An example of a toolkit item might be how to use Zoom to effectively deliver NSP educational content on the slope or in the field. This type of tool demonstrates modernization and adaptation of content delivery, it gets patrollers out of the classroom and out on the slope/field and learning while doing. There's nothing new here other than our commitment to look at instructional delivery in a different way. Then we measure it, evaluate it, and continue to modernize and maximize it, and just within a tool like Zoom, how can you effectively use the whiteboard to make it engaging to your class? Do you use polling within Zoom, and how do you utilize the technology to ask questions to engage the students to measure their comprehension of what you are teaching?

So, the toolkit is one of those areas that I'm focused on from a vision statement, and we are actively working on those things now. The ID Committee is working on a number of new initiatives, and it's starting to become exciting. Another vision area of focus is to introduce some technologies that make learning fun and seamless. I've done some work with virtual reality and



MAESTRALE RS

PERFORMANCE WITHOUT
COMPROMISE

Versatile. Reliable. Powerful.



SCARPA.COM



FOR GREAT DEALS ON SCARPA FOOTWEAR
FOR EVERY SEASON LOG INTO YOUR PRO
ACCOUNT AT WWW.SCARPA.COM

SCARPA ATHLETE
TANNER FLANAGAN

FRED MARMSATER
TETON PASS, WY

augmented reality technology, and those are two areas that absolutely, unequivocally, we should be applying to our content delivery, and not just from an ID perspective, but across all of the programs. The ID piece of it is helping to provide those instructors with those foundational tools that are easy enough to use and giving them the knowledge as to when those tools are appropriate to use. Then, of course, understanding your learner. It's one thing to say adults learn this way, but a 22-year-old adult and a 60-year-old adult are and think very different. They learn very differently, think differently, remember differently, and are motivated differently. It goes way beyond learning styles. So, I believe we need to understand how to leverage "virtual-driven" capabilities that deliver content in new ways that can be customized for the learner and consumed in a meaningful way. The goal is to become more efficient with the content and deliver it in a time frame to be comprehended by the learner such that it could be utilized instantly. Instead of a three-hour lecture, can you get everything you need in a 15-minute experience that a patroller or an instructor could walk away with and immediately apply, right?

SPM: *So, I'm looking at your vision statement, and I think this will be the last question, but your vision is to "redevelop the ID program to be an innovative platform by which every member of the National Ski Patrol desires to engage in the program to become some form of instructor, mentor, or teacher." Can you talk about how you're going to recruit people to actually become instructors in the Instructor Development Program and refocus it and make people realize that without the ID Program, the rest of the programs that NSP offers just wouldn't exist?*

David: From a recruiting perspective, if we build on the vision, I believe getting people recruited as instructors should become easier. Becoming an instructor should be much more appealing if the process is streamlined, somewhat easy to execute, and the information gathered as part of that process is immediately usable, which then makes the instructor proud of what you're doing quickly. So, simple things like, and I know this probably isn't the big answer, but lowering the administrative burden and making things simpler allows people to be more compliant. Better course tools

capability, like a "close a course" tool that uses a code and a voice response from your mobile device are examples of things we could do to minimize admin time, time better spent recruiting, teaching, mentoring, and coaching possible new instructors. We make more tools available that are easy to use and deploy, instructors have more time to do what they are passionate about, instructing. We make the content fun to deliver and somewhat seamless to deliver, it makes the job easier; humans love easy.

One other item I'd like to mention, we want to remove the belief that being an instructor means being in a classroom. I mean, we all want to be on the slope, out on the snow or on our bike on the trail, or in the aid room providing care; these should be our new classrooms. A lot of our training should be and could be focused in that way, instead of in a physical classroom. So combining creative materials, portability of those materials, the mobility of those materials, the sleekness of those materials, so that they're easy to use and consumable in these new classroom settings is what I believe will attract new instructors to join the instructor ranks. It's going to be an experience! +

cep



NEW ULTRALIGHT COMPRESSION SKI SOCK

OUR THINNEST SKI SOCK EVER

Now with Merino wool for dry warm feet

Graduated compression for stronger
legs and warmer toes

Anatomically optimized footbed
for perfect boot fit



FOR EXCLUSIVE NSP MEMBER DISCOUNTS ON CEP PRODUCTS SHOP THE NSP ONLINE STORE OR ACCESS THE CEP WEBSITE THROUGH THE NSP PRO DEALS PAGE AND RECEIVE UP TO 50% OFF YOUR ENTIRE PURCHASE!



2020 NATIONAL OUTSTANDING AWARDS WINNERS

COVID-19 SHORTENS SEASONS, PATROLLERS STILL EXCEL

BY CANDACE HORGAN

This past ski season was one to remember, though not for the expected reasons. The industry was on track for the fourth-best season overall since the National Ski Areas Association started keeping track of visitor stats in 1978-79, but the novel coronavirus pandemic and COVID-19 interrupted it abruptly in March, shutting down resorts across the country.

“To have two years in a row potentially rank in the top five seasons ever shows the strength of the industry,” said NSAA president and CEO Kelly Pawlak in an NSAA press release about the season. “That being said, it is astounding how quickly this season went from promising to a complete disappointment.”

Ski areas were open on average for only 99 days in the 2019-20 season, down from 121 days the previous season. While many resorts in the Midwest and South had already closed prior to the pandemic, areas in the Rocky Mountains and West were forced to shut down despite strong snow conditions. When areas shut down, the average snowfall across the country had been 149 inches, down from the average, but many resorts in the West get their largest snowfalls in March and April.

In that press release, Pawlak addressed COVID-19, stating, “Ski areas got to work immediately, making plans to bring back staff and guests. We will rebound but the transition is packing a serious punch, requiring bold thinking and adaptation to new protocols while still delivering the same excellent guest experience.”

Despite the abbreviated season, NSP patrollers were still out in force helping guests, keeping their mountains safe, and promoting the ski industry. When COVID-19 forced closures, many patrollers adapted and helped their areas close down, then shifted to helping in their communities to fight the pandemic.

The 2020 National Outstanding Awards saw winners and runners-up from nine divisions. This year, four new categories were added to the National Outstanding Awards: National Outstanding Alumni, National Outstanding Bike Patrol, National Outstanding Bike Patroller, and National Outstanding Paid Patrol Director. We encourage you to keep these categories in mind moving forward. NSP wants to extend its thanks and congratulations to all the nominees from this past season and thank all patrollers for their continued efforts.



Schuss Mountain Ski Patrol

National Outstanding Large Alpine Patrol Schuss Mountain Ski Patrol

Division: Central

Year Activated: 1967

Total Patrollers: 49

Total Lifts: 7

In a region that has over 400 patrollers, the members of the Schuss Mountain Ski Patrol are very active, providing a third of the leadership team for the Northern Michigan Region. Among the positions they run are OEC administrator, Snowboard administrator, Senior training coordinator, Awards advisor, and region director. The patrol also runs calibration clinics for region Outdoor Emergency Care instructors to help instructors share best practices, as well as moulage ideas.

For the Central Division, members of the patrol have served as division Awards advisor, Instructor Development supervisor, Mountain Travel and Rescue supervisor, and Central Division board member. At the national level, members of the patrol have served on the National Elections Committee and National Business Process Committee.

"Like many of the planned events of 2020, the Central Division Awards Banquet was modified to be a virtual event," says Schuss Mountain Patrol Representative Mike Moreen, who is also the winner of the NSP National Outstanding Patrol Representative Award this year. "On the evening of Sept. 12, 2020, about half of our patrollers/spouses and members of resort management were present for a very

successful 'watch party' event. The highlight of the evening was the announcement that the Schuss Ski Patrol was named the 2019-20 NSP National Outstanding Large Patrol; the room erupted with excitement.

"This is a reflection of an amazing group of patrollers, all with their own specific skills and abilities, coming together as one of the best teams I have ever experienced to serve our resort and guests, promote safety on the hill, and provide first aid care and transport to those in need. We have an outstanding relationship with resort management, and we enjoy one of the finest patrol facilities anywhere, which was constructed in the mid-90s by talented Schuss patrollers. I'm very proud of our abilities in OEC/OET training, recruiting and development, first aid on the hill and in our first aid room, awards tracking and writing, and our myriad policies and procedures that we rely on to ensure smooth and efficient day-to-day patrol operations.

"The Schuss Patrol has been named the National Outstanding Small Alpine Patrol twice before, in the years 2002 and 2012, and as we have grown a bit in numbers, we have now accepted the award of National Outstanding Large Patrol. Thanks!"

Of the patrol's 49 members, 15 hold National Appointment Numbers, three hold Leadership Commendation Appointments, and 45% of the patrol holds Senior.

The patrol is well-integrated with mountain management. In fact, their morning meetings are held in conjunction with hill

management for the day to plan out the day, review potential issues, and help with any events that may be scheduled such as races.

The patrol also has a close relationship with instructors for the Professional Ski Instructors of America-American Association of Snowboard Instructors, and on Sunday mornings, two PSIA Level III instructors offer training for 8-10 patrollers.

Members of the patrol are instructors in Instructor Development, Mountain Travel and Rescue, OEC, and Outdoor Emergency Transportation. They host OEC refreshers for the region that attract up to 200 patrollers. They have also hosted OEC Module of the Senior Program events. Other courses have included MTR Fundamentals, MTR I and MTR II classes, MTR instructor recertification, American Heart Association CPR/AED classes and refreshers, Toboggan refreshers, OET calibration clinics, and OET testing for patrollers from multiple patrols in the region.

Last year, the patrol closed the hill in December for the annual torchlight parade and fireworks. A ski school instructor was injured during the event, and the patrol needed to be transported to the top of the mountain so they could ski down and respond, something they did in total darkness.

The patrol has also assisted with event coverage for a cross-country race, local bike races, and Michigan High School Athletic Association ski races. They have



Mount Southington Ski Patrol

hosted a community CPR day, and they assist with Special Olympics Michigan winter and summer event coverage.

For these patrollers, everything comes back to guest service. When riding the chairlift with guests, the patrollers will offer guests a greeting and ask about where they are from and whether they are having a good day. Continually promoting the patrol and its service is a challenge they've embraced.

RUNNER-UP: Mount Southington Ski Patrol, of the Eastern Division, received a Silver Unit Citation as the runner-up for National Outstanding Large Alpine Patrol.

***Side Note:** Almost a third of Mount Southington's patrollers have their Senior, and 10 have their National Appointment Numbers. This dedication is reflected in*

their service to the region, division, and National Ski Patrol. Its members have served in multiple region leadership positions, been on the Eastern Division board of directors, and had a member serve on the national board, including as national chair. The patrol has hosted region OEC and OET clinics and has volunteered 1,343 hours in teaching OEC.

National Outstanding Small Alpine Patrol
Seven Oaks Ski Patrol
Division: Central
Year Activated: 1997
Total Patrollers: 38
Total Lifts: 4

Though small, the Seven Oaks Ski Patrol has been able to keep a 100% retention rate over the last several years, and it also

recruited two young adult patrollers in 2018-19 that joined and then passed OEC. These were the first young adult patrollers to join the patrol. Members of the patrol have logged over 4,000 hours on the hill in the last two seasons and responded to over 300 patient care contacts.

One thing that has helped the patrol has been improved communication via regular patrol emails and newsletters. They also have an announcement board in the patrol room that is updated regularly with patrol news, announcements, weather data, morale and team-building graphics, and more. All working documents are hosted on Google, making them easily accessible off the hill.

Last season, the patrol hosted a Snow Carnival event that was used to promote safety on the hill. NSP swag was handed out, and fun races, including a toboggan race, were held to promote NSP. In the summer, the patrol assists with a mud run/obstacle course, providing medical coverage for the event.

When COVID-19 hit, the patrol donated personal protective equipment, including gloves, hand sanitizer, and masks, to the local hospital.

Outside of NSP, the patrol assists the members of a local Boy Scout troop with achieving their snow sports merit badge and helps adaptive volunteers get ready for the activity, including helping to unload



Seven Oaks Ski Patrol



Huff Hills Ski Patrol

participants from the lift.

“Winning the 2020 National Outstanding Small Alpine Patrol award was priceless,” states Seven Oaks Patrol Representative Mindy Royster. “Words cannot describe how much this means to our patrol. We have worked incredibly hard over the last few years and through teamwork have improved our patrol and had lots of fun doing so. I am very proud and privileged to volunteer with such a talented group of ski patrollers.”

RUNNER-UP: Huff Hills Ski Patrol, of the Northern Division, received a Silver Unit Citation as the runner-up for National Outstanding Small Alpine Patrol.

***Side Note:** In the COVID-19 shortened season, the members of the Huff Hills Ski Patrol rededicated themselves to the fundamentals and to education. They hosted three separate OEC Cycle C refreshers, as well as an OEC course for three candidates. Several members sought outside training, with 12 attending the Central Division Winter Tip-Off and others attending the state EMS conference for additional education in emergency medicine.*

National Outstanding Administrative Patroller

William Lay

*Patrol: Great Falls
Division: Northern*

Working behind the scenes, William Lay is critical to the ability of his patrol to function. He maintains the patrol radios, orders medical supplies, and coordinates medical waste disposal with the hospital. He helps prepare toboggans for storage in the off season and refurbishes them in his garage to get them ready for the coming season. He even submitted a grant application

that was accepted to provide the patrol and ski area with AEDs.

During a chair evacuation that evacuated 75 skiers in 70 minutes, Lay acted as scribe and knew where every evac team was and where each team needed to go next, making for an efficient extrication.

“I am so honored and humbled to be awarded the NSP Outstanding Administrative Patroller Award,” says Lay. “It is such an unexpected surprise that I am still trying to get it through my head. Thanks to my fellow patrollers and family for their support.”

An OEC instructor, Lay has been the instructor of record for four OEC classes offered by the patrol and has taught at multiple OEC refreshers. He is an instructor trainer for Avalanche Level 1 and OEC and is an MTR and OET instructor. His instructing includes three different modules for Avalanche Level 1 and multiple hours for MTR Level 1.

Lay has served as assistant patrol director and patrol director and currently is the



William Lay

registration coordinator for the Northern Division. He is often sought out when patrollers have questions or need help with online registration.

Lay has also developed his own Road Show School Ski Safety Program. For this program, he traveled 2,865 miles and presented at 24 schools, reaching over 1,300 children and teachers with his safety message in just one year. Over a four-year period, he has traveled over 15,000 miles and reached over 6,000 students at 115 schools. The class teaches Your Responsibility Code, who to contact if you come across an injured skier, how to report an accident, and demonstrates how a patient is placed in a toboggan.

Lay is also a member of the county emergency services quick response team and has volunteered at an aid station for a local endurance race. He received his 40-year service pin in 2017, and he received a National Appointment Number in 1986.

RUNNER-UP: Kathy Lee, of the Mt. Hood Ski Patrol in the Pacific Northwest Division, received a Silver Merit Star as the runner-up for National Outstanding Administrative Patroller.

***Side Note:** Kathy Lee helps manage a patrol database that includes over 250 patrollers, alumni, and candidates, plus over 100 hosts, helping to oversee training records for all. She coordinates all patrol, region, and visiting patroller registrations for up to five annual OEC instructor refreshers and three all-patrol OEC refreshers that each enroll over 100*



Kathy Lee

patrollers per course. At the region level, she serves as the Instructor Development supervisor, putting together one or more Instructor Development classes and tracking instructors through multiple disciplines.

National Outstanding Alpine Patroller

John Beach

Patrol: Gore Mountain

Division: Eastern



John Beach

Serving over 40 shifts per year at this large Eastern ski area, as well as evening shifts at a smaller hill as a secondary patroller, John Beach is certainly kept busy with his patrolling commitments.

Last season, Beach worked closely with his snow sports school director to establish the new "Instructor/Patroller in Training Program" at Gore. (See "Division News: Gore's Pre-Yap Feeder Program," *Ski Patrol Magazine*, vol. 38, issue 1.) The program was a resounding success and may prove to be a feeder program for both departments.

"I am humbled and honored to be named as Outstanding Alpine Patroller for 2020," says Beach. "Getting to this point in my patrolling career is truly special. I am lucky to work with some of the best patrollers in the country, as it has brought out the best in me."

As an OEC instructor and instructor trainer, Beach has assisted with 26 OEC

courses over the last four years. He is also an OET instructor and conducts the annual Toboggan refreshers for the patrol.

Since 2017, Beach has served as Eastern Division historian and acting division archivist, which helps him teach OEC candidates about the history of NSP and the Eastern Division. He is also developing a ski museum in the resort's town.

Beach achieved his Senior in 1988 and received his National Appointment Number in 1995.

Outside of NSP, he has a working relationship with the U.S. Army 10th Mountain Division to facilitate cooperative events with NSP.

RUNNER-UP: Danial Baker, of the 49 Degrees North Ski Patrol in the Pacific Northwest Division, received a Silver Merit Star as the runner-up for National Outstanding Alpine Patroller.

Side Note: Danial Baker is an instructor trainer in OEC, OET, and Instructor Development, as well as an evaluator for the Pacific Northwest Division. As an Instructor Development IT, he is constantly recruiting new instructors from the patrol ranks. He was honored in 2019 with the region and division outstanding alpine patroller awards, and in 2018 was given his 25-year pin for his service to the NSP. He has also served on the Pacific Northwest Division Awards Committee since 2016.



Danial Baker



Carol Shultz

National Outstanding Patroller

Carol Shultz

Patrol: 49 Degrees North

Division: Pacific Northwest

Though her nametag says "Dragon Lady," Carol Shultz is affectionally referred to as "Mom" by the other members of her patrol. An OEC and American Heart Association CPR instructor, she has assisted with candidate training both on the hill and in the classroom. She teaches at the patrol's annual OEC refresher, OEC instructor refresher, and CPR refresher. She has also taught at the patrol's OEC online class.

"I am very honored to receive the National Outstanding Patroller of the year award," says Shultz. "Becoming an alpine patroller in 1999 was one of the best things I have ever done. Unfortunately, after the 2014 season I then became a patroller due to some physical limitations. The friends I have made as an NSP member have become lifetime friends. My children grew up on the mountain, and now my grandchildren are doing the same. They know when I put on my red coat I am working to make skiing safer for everyone. I would like to thank everyone who has supported me, including my husband, Ed, who is an NSP Angel (2014)."

Shultz, along with another patroller, is in charge of first aid room skills checkoffs for all patrollers for suction, oxygen, heart monitor, cardboard splints, transfers to the

car or ambulance, and the location and application of all aid room supplies.

When the local hospital decided to upgrade its electric beds, she secured five of the old ones from the hospital for the aid room. She also obtained a vitals machine that is on wheels.

The unofficial fundraising and social events chair for the patrol, Shultz helps with the fall ski and snowboard equipment sale and coordinates all the food for the two-day event. She facilitates the organization of the equipment and assists with check-in and check-out. At the patrol's Spring Slush Cup/Barbecue event, she has helped solicit raffle gifts from 30 individuals and local businesses; at last year's event, the patrol netted over \$10,000 that was used to purchase new toboggans, blankets, tarps, radios, and coats.

Noticing a decline in attendance at the patrol's end of season banquet, Shultz solicited feedback on what could be done to improve the event. Noting complaints about having it at the mountain lodge and that it was too expensive for patrollers to bring their families, she secured another venue only two miles from the area and convinced a patroller to do the cooking via barbecue and smoking to keep costs down.

Outside of NSP, Shultz is also an EMT and volunteers with her local ambulance squad, typically working 1-2 12-hour shifts per week. She helps train EMTs and patrollers to ensure that they can work well together at patient handoffs on the mountain and has arranged for the patrol to use the ambulance building for trainings and meetings.

In 2019, Shultz was recognized as Pacific Northwest Division Outstanding Patroller and received a certificate of



Carol Bartus

appreciation from her patrol as "Patrol Events Champion."

RUNNER-UP: Carol Bartus, of the Massanutten Ski Patrol in the Southern Division, received a Silver Merit Star as the runner-up for National Outstanding Patroller.

***Side Note:** Mentoring seems to come naturally to Carol Bartus, who has spent 20 years working the aid room, 15 years as an OEC instructor, and five years as an Instructor Development instructor. Though she lives two hours from the resort, she is an enthusiastic instructor for the patrol's OEC course, which is held on consecutive weekends over an eight-week period. She is a leader in the aid room and is always volunteering to pick up extra shifts, once even driving an injured guest's vehicle 100 miles to the guest's home when the guest was injured and had to go to the hospital.*

**National Outstanding Paid Patroller
Julien Vaughan
Patrol: Dodge Ridge
Division: Far West**

Being both a paid and Senior patroller, Julien Vaughan has worked to bridge the difference between the paid and volunteer patrols at her resort and integrate them into one seamless patrol. She is a leader for both patrols, as well as with the mountain operations team, and is routinely asked to be the hill boss by mountain management to keep daily operations running well. She has also served as a member of the patrol board.

"What a great surprise and honor, to be recognized for doing something that I love," says Vaughan, who jokes that her photo (above) is about protecting her award by keeping proper social distance. "Definitely the bright spot of 2020!"

Before Vaughan joined the patrol, the paid and volunteer patrols were separate and quite different. After she earned her Senior and became an OET instructor, the patrol director asked Vaughan to serve as the OET trainer for the paid staff, which led her to join the paid patrol. She also started helping screen the skills of new applicants to the paid patrol. Because of this, she has worked to convince paid patrollers to join the NSP, and at one point many of the paid



Julien Vaughan

patrollers were dual NSP members.

Vaughan has spearheaded efforts to unite the training of the paid and volunteer patrols under one umbrella. She has been known to organize and teach OEC refreshers for only 1-2 people so that they don't lose their OEC cert.

Vaughan has also helped at Mother Lode Region events, including as a Senior evaluator for an event at another hill. She has taught OEC, OET, risk management, and hill safety.

On the hill, she led training for testing and revising the toboggan and adaptive skier lift evacuation procedures.

She was a rep for NSP at a Warren Miller event in San Francisco and is an instructor for a program at a local community college. She has also been a rep for a meet a patroller event hosted by a local ski shop to promote snow safety and patrolling. She leads ski safety clinics for school groups and speaks to ski school classes about the importance of Your Responsibility Code.

Vaughan grew up participating on the



Todd Bolyea

resort's race team and as such continually promotes a family dynamic between all the resort's different departments. She has also promoted relationships with local EMS providers who work on both ground and air ambulances, as well as the local fire and law enforcement departments.

RUNNER-UP: Todd Bolyea, of the Brighton Pro Ski Patrol in the Professional Division, received a Silver Merit Star as the runner-up for National Outstanding Paid Patroller.

Side Note: As a weekend hill captain for his patrol, Todd Bolyea coordinates the volunteer patrollers assigned to one of three designated areas at the resort, providing continuity of service between the volunteer and paid patrols, including maintenance of signage, rapid response to calls for help, lift safety, ongoing training, equipment maintenance, and closing sweeps. He is also a member of the Cliff Rescue Team and a lift evacuation instructor.

National Outstanding Bike Patrol Massanutten

Division: Southern
Year Activated: 2016
Total Patrollers: 29
Miles Patrolled: 10

In 2016, Massanutten created a bike patrol from scratch to service the resort's new lift-served, downhill mountain biking park. The effort included recruiting bike patrollers, establishing policies and procedures, and designing the uniforms for the patrol. All these things were done in conjunction with mountain management, who the patrol already had a strong relationship with.

"It is a great honor to be selected as the first recipient of NSP's National Outstanding Bike Patrol Award," says Massanutten Patrol Director Nancy Bradburn. "I am so very proud of my team; they truly deserve this distinction!"

Four of the bike patrollers have National Appointment Numbers, three are Certified, five are Senior, and 10 have been awarded Merit Stars. One bike patroller was also awarded the 2019 NSP National Outstanding Paid Patroller Award (Leslie Carter, see "2019 Outstanding Awards," *Ski Patrol Magazine*, vol. 37, issue 2). Another member of this patrol has coached



A trio of Massanutten Bike Patrol members.

the local high school mountain biking team for many years.

Public outreach is part of what this patrol does, including giving tips to guests on what trails they might want to take. The lifts are also turning to provide sightseers, hikers, and foliage watchers access to the mountain. These guests sometimes need first aid care from the patrol, too.

The local trauma center has recognized the quality of treatment offered by the patrol to its guests. Patrollers sometimes assist the local ambulance squad with loading the patient and even assist the ambulance off the hill.

Members of the patrol have instructed an introduction to bike patrolling course, OEC Module of the Senior Program courses, OEC refreshers and course, Certified clinics, Instructor Development, and continuing education modules for both OEC and Instructor Development.

The patrol provides support for four bike race events annually, two at the mountain and two nearby. They also offer support for a foot race and a nearby charity hike.

RUNNER-UP: There was no runner-up for National Outstanding Bike Patrol for 2019-20.

National Outstanding Bike Patroller Mitch Kline

Patrol: Greek Peak
Division: Eastern

Serving as the region Bike Patrol advisor and the patrol leader for his bike patrol, Mitch Kline is frequently called upon by other mountains and patrols in the region and division to consult on starting a new



Mitch Kline

bike patrol at their resorts.

"Thank you for the NSP Outstanding Bike Patroller 2020 Award; it was certainly an unexpected honor, and I appreciate the effort that was put forth by those individuals who nominated me," says Kline. "It has been my pleasure to develop and lead the bike patrol team at Greek Peak Mountain Resort in upstate New York. Special thanks go to all the dedicated past and present members of GP Bike Patrol with whom I have had the pleasure of training and serving. Also, many thanks to Greek Peak's hill management, who have been supportive and collaborative with the bike patrol team. Ride on!"

In organizing his resort's bike patrol, Kline coordinated the access and availability of ATVs for the patrol to respond to and transport injured guests. He also worked with mountain management to coordinate perks for the volunteer bike patrollers, such as meal tickets.

He has promoted bike patrolling by authoring an article on the topic for *Ski Patrol Magazine* (see "Division News: Springtime is Bike Time," *Ski Patrol Magazine*, vol. 36, issue 1). Kline is a member of the International Mountain Bike Association, which sparked his interest in formal bike patrolling. In addition to patrolling on his hill, he helps local groups at mountain bike events, coordinates patroller rides on local trails, and advises other patrols about mountain bike protocols and general knowledge.

Kline achieved his alpine Senior in 2007 and received a National Appointment Number in 2018. He is an OEC instructor and instructor trainer and an OET trainer/evaluator. He has taught OEC at the patrol's annual refresher and taught Toboggan refreshers, Toboggan Enhancement Seminars, and Toboggan

Trainers Workshops. He is also an instructor at the bike patrol refresher that reviews first aid, transport, lift evacuation, and low angle rescue.

RUNNER-UP: There was no runner-up for National Outstanding Bike Patroller for 2019-20.

National Outstanding Nordic Patrol Allegany State Park Nordic Patrol

Division: Eastern

Year Activated: 2002

Total Patrollers: 16

Miles Patrolled: 35

The Allegany State Park Nordic Patrol doesn't limit its coverage to skis. They are also active in the summer on bicycles and hiking boots. In the winter, they have expanded their coverage by using snowshoes.

"It is an overwhelming honor for our small patrol to be recognized at the national level," says Allegany State Park Nordic Patrol Director Mary MacQueen. "Our patrol's favorite motto is 'small, but mighty,' and it certainly is befitting of this highly skilled, hard-working, and close-knit group. Quite an unanticipated reward for doing what we love."

The patrol is frequently called on to help with events in their area. They have provided coverage for a weekly snowshoe hike, moonlight ski nights, running and biking races, map and compass training for

ski area and maintenance staff, and helped to develop and maintain a local cross-country trail. Members of the patrol have also offered presentations at a national mountain club, a historical society, and a local Boy Scout Troop.

One aspect of their excellence is that of the 12 Nordic Masters in the entire NSP system, two are members of this patrol. Several other members hold Nordic Senior.

The patrol is 100% self-funded through donations from patrollers and local groups. Several years ago, one of the patrollers purchased and donated a Slushman Traction Splint. The patrol has used it at teaching stations for other patrols in the area, who have since adopted it.

RUNNER-UP: Loess Hills Nordic Patrol, of the Rocky Mountain Division, received a Silver Unit Citation as the runner-up for National Outstanding Nordic Patrol.

***Side Note:** Members of this patrol assist with several outside events, including a Wilderness Fire Fighters Pack Test, which is the capstone physical fitness test for potential wilderness firefighters. Participants must haul a 45-pound pack over a three mile course in under 45 minutes. The patrol stations members at several locations on the course, and others march alongside the candidates in case they need medical assistance. Several members of the patrol have also participated in the test and passed it alongside the candidates.*



Loess Hills Nordic Patrol

National Outstanding Nordic Patroller

Joni Porter

Patrol: High Point Ski Center Nordic

Division: Eastern

Holding Senior certification for both alpine and Nordic patrolling, Joni Porter is often called upon to be the duty shifty mountain leader at both the Nordic and alpine resorts where she patrols. In 2019, she wrote new procedures and checklists that support daily operations.

"When I first began my ski patrol journey 25 years ago, if someone told me that one day I would be nominated for an Outstanding Nordic Patroller Award, I'd have just laughed in disbelief and probably told them to take a hike," says Porter. "Back then, I'd never even been on Nordic/Backcountry equipment! At the New Jersey Region 2020 Awards Event, not only was I amazed and honored to be chosen Eastern Division's Pete Snyder Outstanding Nordic Patroller for 2019-20, I was floored when it was immediately followed by being awarded the National Outstanding Nordic Patroller for 2020.

"I'm sincerely grateful to those who nominated me and humbled that I was even considered. I'm thankful for the many training opportunities, past and present, in which I was encouraged to participate. I'm blessed to have the support of many engaging, inspirational, and challenging patrollers who routinely go above and beyond, making the extraordinary seem ordinary. Without the camaraderie, the encouragement, the example, the helping hand, and that occasional push from the many members of my patrol family, these awards wouldn't have happened."

Teaching is one area where she really shines, as Porter has been an instructor and instructor trainer in multiple disciplines for 24 years. As an instructor trainer, she has



Allegany State Park Nordic Patrol



Joni Porter

made suggestions that have been adopted by the Eastern Division to improve instructor competency and content delivery for the OEC Program.

Porter has served as an instructor of record for an annual OEC class offered by the patrol and has taught at the patrol's last four OEC refreshers. She was also the instructor of record for a Mountain Travel and Rescue I class in 2017.

At the region level, she is a year-round contributor, participating in meetings, drills, and searches as a deputy chief with the statewide search and rescue team. She has served as region secretary and is in charge of organizing and overseeing the region Special Olympics Nordic competition that is held annually.

She is a big booster of the Young Adult Program in the Eastern Division and assists with teaching a Mountain Travel and Rescue event at a Young Adult Program seminar. She also participates as an instructor at the Eastern Division Avalanche, Mountaineering, and Nordic Tri-Advisory Conference.

Last year, she served as an instructor at a resort career development program at a large resort nearby. The program is run by resort management and offers young adult participants who are interested in the ski industry as a career an opportunity to learn about mountain operations, lift operations, snowmaking, and even setting up a helicopter landing zone. When setting up the LZ, a real helicopter flight crew comes in and lands, and the crew teaches the students about aeromedical transport by helicopter.

Outside of NSP, she serves as a coach and chaperone for a local high school race team. She is also a substitute teacher at that school.

RUNNER-UP: Diana Osterhues, of the Mt. Pinos Nordic Patrol in the Far West Division, received a Silver Merit Star as the runner-up for National Outstanding Nordic Patroller.

Side Note: During a four-year stint in which Diana Osterhues spent two years each as assistant patrol representative and patrol representative, she participated in numerous region and division meetings. She was also the patrol representative when the Mt. Pinos Nordic Patrol was awarded the NSP National Outstanding Nordic Patrol Award. She has served for a decade as a team lead overseeing ski safety, accident prevention, and public relations outreach. She is also the Outdoor First Care advisor for two Nordic patrols.



Diana Osterhues

National Outstanding Alumni
James A. Margolis, M.D.
Patrol: Homewood Volunteer
Division: Far West

Though he no longer runs toboggans, Dr. James Margolis is still a key leader for his patrol, region, and division. As the medical advisor for his patrol, he has helped create the patrol's medical protocols and updated them to minimize differences with OEC.

Dr. Margolis was also the one of the founders of the newest urban bike patrol in NSP. This patrol has already been active on a



James Margolis

bikeway that sees nine million visitors annually. The patrol has even saved the life of someone who had a heart attack.

"I so appreciated all the nice things said and so many incredible awards," says Dr. Margolis. "I have always been committed to serve NSP and have continued to do so as an alumni. It was very gratifying to have my continued activities as an alumni be recognized by this award."

As an instructor in both OEC and Outdoor First Care, Dr. Margolis is an active participant in training and teaching patrollers and candidates. As an instructor and instructor trainer in OEC, Dr. Margolis brings his expertise to many classes and refreshers, teaching at multiple refreshers annually. He is also an instructor for Intro to Patrolling and the OEC Module of the Senior Program.

As the Eastern Sierra Region medical advisor, he has worked with numerous local EMS agencies to discuss the transportation of injured and ill guests from the hill to the hospital. He often reaches out to the hospitals for follow-up on patients and the effectiveness of the on-hill care the patients received, then relays that information back to the patrols to improve the quality of care.

Dr. Margolis also enthusiastically shares his knowledge with the entire NSP. He authored an article on stress management for *Ski Patrol Magazine* (see "OEC: Stress Management," *Ski Patrol Magazine*, vol. 33, issue 1) and was a reviewing editor for the chapter on behavioral emergencies in *Outdoor Emergency Care: A Patroller's Guide to Medical Care*, 6th ed.

He has been a big backer of the Alumni Program, working to grow it by tirelessly promoting the NSP and continued membership in NSP. He also serves as the Far West Division Alumni advisor, embracing the challenge of increasing alumni numbers by 10% in just one year. He reaches out to lapsed alumni members to encourage them to become alumni again. As part of this outreach, he has registered 90% of the division's alumni with their prior patrols. He has organized four annual Eastern Sierra Region Alumni Celebration Days at four different resorts and has brought up to 25 alumni to these events each year to highlight the value of the Alumni Program and celebrate the alumni's service.

In 2003, Dr. Margolis achieved Senior, and in 2007 he was honored with a Leadership Commendation Appointment.

Outside of the patrol, Dr. Margolis organizes a public outreach program for a snow sports convention that attracts up to 60,000 attendees. He helped with program content that focuses on NSP's mission, snow safety, and recruitment, and coordinated staffing for an NSP booth at the event that he also personally staffed for four hours each year. Up to 225 people were put in touch with division patrols as part of the recruitment effort.

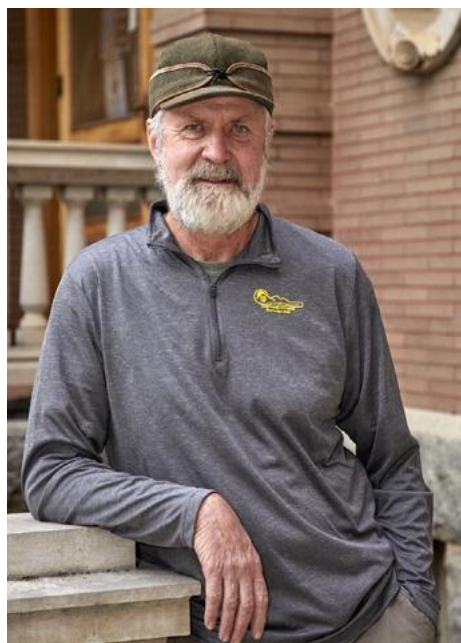
RUNNER-UP: Robert Short, of the Northern Division, received a Silver Merit Star as the runner-up for National Outstanding Alumni.



Bob Short

***Side Note:** When health conditions forced Robert Short to retire from active on-hill patrolling, he shifted to alumni but stayed involved with his region and division by helping at annual OET training clinics and refreshers. He has also taught the last two Avalanche courses for his patrol and is involved in planning the OEC refreshers for his patrol and helping prepare Senior candidates for the Senior examination.*

National Outstanding Instructor
Ron Wiggins
Patrol: Antelope Butte
Division: Northern



Ron Wiggins

An endorsement for Ron Wiggins as National Outstanding Instructor came from a patrol director at a mountain that Wiggins is not a patroller at. The patrol director said, "He volunteers his time to come to our ski hill multiple times a year, not only giving up time he could be patrolling at his own hill, but also his personal time."

Wiggins has been active at both division and region training events and serves as the region OET training supervisor and the Northern Division assistant OET training supervisor. He travels thousands of miles throughout the Northern Division to train candidates and evaluate Senior

assessments. He has been the instructor of record for Senior clinics and evaluations in two states and has taught multiple Toboggan refreshers and Toboggan Enhancement Seminars, serving as instructor of record for multiple offerings each year since 2016.

During the time when Wiggins' home mountain was closed and recovering from bankruptcy, he made the effort to keep the members of the patrol registered and their OET training current. When the mountain reopened in 2019, Wiggins played a key role in getting the patrol back up to speed.

Wiggins previously received his National Appointment Number in 2016, and in 2019 he received a Distinguished Service Award. He previously served as region director and patrol director.

Outside of NSP, Wiggins offers avalanche rescue instruction to the county search and rescue team. He has also been part of a team offering OEC care at events, including the Bike MS® Bike-A-Thon Road Race and the Summer Festival Mountain Bike Race and Music Festival.

"I feel extremely honored to receive this award," says Wiggins. "It is such a privilege to work with so many great instructors and patrollers. What a great bunch of people that I get to work with! Thanks all of you so much."

RUNNER-UP: Terry Spohn, of the Three Rivers Ski Patrol in the Central Division, received a Silver Merit Star as the runner-up for National Outstanding Instructor.



Terry Spohn

Side Note: After Terry Spohn achieved his Certified, he began offering training in skiing proficiency and Outdoor Emergency Transportation skills to Certified candidates in his region. He currently mentors candidates through all 11 modules of the Certified Program and coordinates skiing and snowboarding training with PSIA-AASI instructors for patrol candidates.



Toni Thornton

National Outstanding OEC Instructor

Toni Thornton

Patrol: Cascade Mountain

Division: Central

Serving as the assistant instructor of record for an OEC class in 2017, Toni Thornton stepped into a more direct role when the IOR experienced some challenges and missed classes. Many times, Thornton taught the classes herself to make up for this deficit. In 2018, she became the IOR and taught a class of 15 students that had a 90% pass rate. She wrote many of the scenarios used in the class and also scheduled extra practice time for the students.

Thornton has demonstrated an ability to adapt to changing circumstances, such as helping the students adjust their expectations for when they would get their grades when the answer key for a written final did not arrive with the test.

Seeking feedback from the students to improve her 2019 class, Thornton found that many of the students were concerned about conflicting things told them by different instructors. For the 2019 class, she wrote an agreement that made expectations and attendance requirements clear for the students. She then created a Moodle online class for the students with a test bank of questions, video instruction, and cheat sheets. She used the Moodle site to track the students' progress and their scores.

The cheat sheets proved a valuable resource and included things like assessment guides, vitals, and mnemonics. Many of the students used them for their practice sessions. With all the tools that she deployed the class had a 100% pass rate.

In addition to the class, she has been an instructor for the patrol's OEC refresher and also for a Stop the Bleed class offered to the patrol. She also helps teach American Heart Association CPR to the patrol and renews their AHA certifications.

The patrol has a joint training with the local EMS service that teaches the EMTs and paramedics OEC skills like removing skis and boards and boots, as well as some of the packaging methods favored by the patrol. Thornton is actively involved in that training.

RUNNER-UP: Tom Wolfe, of the Crystal Mountain Ski Patrol in the Pacific Northwest Division, received a Silver Merit Star as the runner-up for National Outstanding OEC Instructor.



Tom Wolfe

Side Note: In overseeing all training for his patrol's members in OEC, OET, Instructor Development, Avalanche, Mountain Travel and Rescue, and CPR, Tom Wolfe has developed training protocols for morning meetings. In addition to teaching at his patrol's OEC refresher, he has assisted patrols throughout the region with their OEC refreshers and served as the instructor of record for the region's OEC makeup refreshers for Cycles A and B, ultimately helping nine patrollers miss refreshers over a two-year span.

National Outstanding Patrol Representative

Michael Moreen

Patrol: Schuss Mountain

Division: Central



Michael Moreen

In his four years as patrol director, Michael Moreen has increased his patrol's numbers by nearly a third, increasing the number of younger patrollers in the process while still keeping 22 current Senior patrollers and three patrollers who have Leadership Commendation Awards. The patrol has a 93.6% return rate under his leadership. This retain rate has also benefited the section and region, as nine members of the patrol serve on the region staff and three more serve at the division level.

"During our Central Division (Virtual) Watch Party on the evening of Sept. 12, 2020, I was blown away and humbled by the announcement by Northern Michigan Region Director John Wiley that I had been named the NSP National Outstanding Patrol Representative," says Moreen. "This

award is truly a reflection of the amazing group of people that we have on the Schuss Mountain Ski Patrol, including our patrol leaders that have preceded me to make our patrol a well-oiled machine. I am particularly proud of the strong working relationship of the triumvirate of the NSP (Volunteer) Patrol, the Schuss Pro Patrol, and our resort management team. There is a feeling of mutual respect throughout, and we work together to make Schuss Mountain one of the premier snow sports destinations in Northern Michigan. Thanks again!"

Moreen himself received his National Appointment Number in 2007 and his Senior in 1997. He is active as an instructor, including teaching Snowsports Trainers Workshops and Toboggan Trainers Workshops. An OET instructor, Moreen recently received his 18-year OET Service Award. He attends yearly calibration clinics and mentors other OET instructors and has trained and evaluated new patroller candidates. At the region level, he is a trainer/evaluator for Senior OET clinics and participated in three Toboggan Enhancement Seminars and five evaluation events. He was the lead instructor for a Northern Michigan Region Toboggan Enhancement Seminar and an OET Calibration Clinic. He has also served as the OET instructor for an Introduction to Patrolling class.

He has also created a strong relationship with mountain management, which has benefited the region as well, as the resort has hosted 14 region and division clinics and events during Moreen's four-year tenure as patrol representative. These events include Women's Program clinics, section OET evaluations, and region OEC and OET events.

His relationship with mountain management has enabled the patrol to purchase new Cascade toboggans to replace older, worn-out toboggans. He also negotiated the sale and transfer of patrol snowmobiles to the resort, which allows for improved maintenance of the snowmobiles.

To enhance the patrol's headquarters, Moreen has led several improvement

projects, including new carpet for the patrol headquarters, new flooring for the aid room, and fresh paint for the inside and outside of the building. He organizes a workday each fall to repair and paint the toboggan huts, snowmobile storage building, and on-hill patrol house at the top of the resort. This workday brings in numerous patrollers to assist.

Outside of NSP, Moreen is a Professional Ski Instructors of America Level II instructor, and his relationship with other PSIA instructors has allowed at least 10-12 patrollers to take Sunday morning ski lessons.

The resort hosts several race events, including the 2019-20 Michigan High School Athletic Association regional event that hosted 11 high schools and 60 participants. During that event and the Special Olympics Michigan, he has staffed extra patrollers to ensure adequate coverage.

RUNNER-UP: Peter Edelstein, of the Bristol Mountain Ski Patrol in the Eastern Division, received a Silver Merit Star as the runner-up for National Outstanding Patrol Representative.

Side Note: In addition to all his duties as patrol representative and his leadership in a volunteer fire department, Peter Edelstein is an OEC trainer/evaluator and instructor, often teaching the patrol's OEC class and at region OEC refreshers. He participates in most region meetings and



Peter Edelstein

attends enhancement seminars to provide an example of dedicated skills enhancement to his patrol's members.

National Outstanding Paid Patrol Director
Michael McClure
Patrol: Gore Mountain
Division: Eastern



Michael McClure

A patroller for 25 years, Michael McClure played a leading role in establishing summer operations at his area, starting with lift-served mountain biking. He now works full-time year-round at the resort, including overseeing emergency medical coverage on-site for construction and maintenance operations when the lifts aren't turning.

"The award I received is all about the quality people with whom I have worked for over two decades," states McClure. "Together, we have learned and matured as a patrol, but more so as a family. My colleagues here at Gore are directly responsible for this honor, and I gratefully thank them all."

When he took over the patrol director position, McClure worked to create written policies and procedures and ensure that

the members of the patrol embrace them and comply with them. He issued every patroller “Employment Information and Work Rules,” a handbook that required written acknowledgement of receipt. He created formal qualifications for on-mountain vehicle operations, including snowmobiles, ATVs, and UTVs, and significantly reduced on-mountain vehicle traffic in open terrain by creating requirements for operators of vehicles to obtain clearance before moving.

He has built the patrol culture by developing and implementing safety initiatives such as “Know the Zone,” which encourages skiers and snowboarders to maintain a 15-foot clearance to avoid collisions. He created a video presentation on Your Responsibility Code that is featured on the resort’s website. He also re-engineered the lift evacuation procedures to increase safety and designed and deployed catch nets near the base of each lift to catch “danglers.”

In the 2019-20 season, he helped spearhead the resort’s “Instructor/Patroller in Training Program.” (See “Division News: Gore’s Pre-Yap Feeder Program,” *Ski Patrol Magazine*, vol. 38, issue 1.) This season-long program was for 13-14-year-olds who had an interest in becoming instructors or patrollers. The program introduces participants to many aspects of patrol work and snow sports instruction and was featured in a local newspaper article.

To increase medical coverage, this paid patrol director increased the staffing of the base first aid room with registered nurses, who provide immediate care to patients unloaded from toboggans. This care has helped many patients, including one in 2020 who suffered major head and facial trauma. An RN rode with the patient in the back of the ambulance to increase the continuity of care. The nurse noted subtle changes in the patient’s response that the attending paramedic later stated they missed, and the resulting decision to set up an intercept with a Life Flight helicopter likely saved the patient’s life.

Besides all his leadership, McClure serves as an OEC and OET instructor, OET Senior

trainer/evaluator, and as the region representative on the Eastern Division Safety Team. He has also put his law degree to use in service to the mountain in helping with pre-loss risk assessment and mitigation.

RUNNER-UP: Joseph Donadio, of the Appalachian Ski Patrol in the Southern Division, received a Silver Merit Star as the runner-up for National Outstanding Paid Patrol Director.



Joe Donadio

Side Note: With both a paid and volunteer patrol and members ranging from age 15 to age 80, Joseph Donadio is kept busy. Most of the paid patrollers are EMTs or paramedics, but he has encouraged them to become Senior patrollers and instructors in several disciplines. He has written the patient care report guidelines, shift procedures, and a lift evacuation plan that incorporates the Incident Command System for the patrol.

National Outstanding Young Patroller
Marci Winter
Patrol: China Peak
Division: Far West

Marci Winter quickly found her passion when she joined her resort’s young adult patrol. She was named the patrol’s



Marci Winter

outstanding young adult candidate in her candidate year and then quickly embraced expanded patrol duties.

“It is my nature to serve others and give my best,” says Winter. “I feel so honored to be seen as outstanding through this rare opportunity. It is humbling to be celebrated as a young adult patroller, especially by a group whose standard is excellence. I am excited to see what my future brings as I continue to serve as a patroller.”

After completing her patrol year, Winter took Instructor Development and then became an OEC instructor. In the 11 weeks that encompassed an OEC class and two refreshers, Winter clocked over 60 hours in teaching and mentoring, all before the ski season began.

Recognizing Winter’s leadership abilities, the patrol director appointed her to mentor and oversee the Young Adult Program Team Experience and Training for 10 young adult patrollers. As the YAP junior advisor, she created team-building exercises that included social activities such as bowling outings, card games, and birthday dinners. She also encouraged her fellow young adult patrollers to become instructors and attend section and region clinics.

To enhance her skiing abilities, Winter attended the region Women’s Program Ski and Toboggan Enhancement Seminar. She also worked with the director of the local ski school, a Professional Ski Instructors of

America Level III instructor, to improve her skiing. Winter is working to become an OET instructor this season.

Outside of NSP, she is a varsity letter athlete in the U.S. Equestrian Federation and member of the U.S. Hunter Jumper Association. In school, she maintained a 4.2 GPA while taking advanced placement courses and being named to the National Society of High School Scholars. She was also the president of her school's junior year class, and she volunteered her time with her resort's Adaptive Sports Center.

RUNNER-UP: Erik Edelstein, of the Bristol Mountain Ski Patrol in the Eastern

Division, received a Silver Merit Star as the runner-up for National Outstanding Young Patroller.

Side Note: Long before joining the patrol as a young adult, Erik Edelstein was volunteering as a patient for the patrol's and region's OEC refreshers. During his candidate year in 2017, he kept an A average in school. He attended two Eastern Division YAP Seminars, placing first in the 2019 YAP competition. In evaluating potential colleges, he has been sure to look for schools that have a ski resort nearby for which he can patrol. +



Erik Edelstein

UNIT CITATIONS AND YELLOW MERIT STARS

OUTSTANDING LARGE ALPINE PATROL

Dodge Ridge National Ski Patrol — *Far West*
Montana SnowBowl Volunteer Ski Patrol — *Northern*

Bogus Basin Ski Patrol — *Pacific Northwest*
Catalochee Ski Patrol — *Southern*

OUTSTANDING SMALL ALPINE PATROL

Lost Valley Ski Patrol — *Eastern*
Diamond Peak Ski Patrol — *Far West*

OUTSTANDING NORDIC PATROL

Blue Mound Nordic Patrol — *Central*

YELLOW MERIT STARS FOR DIVISION AWARDS

PATROL REPRESENTATIVE FOR OUTSTANDING LARGE ALPINE PATROL WINNER

Michael Moreen — *Central*

PATROL REPRESENTATIVE FOR OUTSTANDING SMALL ALPINE PATROL WINNER

Mindy Royster — *Central*

PATROL REPRESENTATIVE FOR OUTSTANDING NORDIC PATROL WINNER

Mary MacQueen — *Eastern*

PATROL REPRESENTATIVE FOR OUTSTANDING BIKE PATROL WINNER

Nancy Bradburn — *Southern*

OUTSTANDING ADMINISTRATIVE PATROLLER

Brad Carlson — *Central*
Donna McGraw — *Eastern*
Don Reid — *Southern*

OUTSTANDING ALPINE PATROLLER

Matthew Haberman — *Central*
David Petersen — *Far West*
Wm. Stanley Sneath — *Northern*
Jeff Davis — *Southern*

OUTSTANDING ALUMNI

Cleo Hagerty — *Central*
Ralph Smith Jr. — *Eastern*
Tom Olander — *Southern*

OUTSTANDING PATROLLER

Bill Specht — *Central*
Ann Migliaccio — *Eastern*
Linda Metzger — *Far West*
Karen Malisani — *Northern*

OUTSTANDING PAID PATROLLER

Genisis Peters — *Central Division*
Laura Greifenberger — *Eastern Division*

OUTSTANDING NORDIC PATROLLER

Heidi Bartos — *Pacific Northwest*

OUTSTANDING INSTRUCTOR

James Miller — *Eastern*
Darren Church — *Far West*
Jerry Jensen — *Intermountain*
Kirk Crum — *Pacific Northwest*
S. Scott Wootten — *Southern*

OUTSTANDING OEC INSTRUCTOR

Amy Reinink — *Eastern*
Scott Goodman — *Far West*
Luke Nelson — *Intermountain*
Allan Rabbitt — *Northern*
Kathryn Burleson — *Southern*

OUTSTANDING PATROL REPRESENTATIVE

Amy Lindblom — *Far West*
Myron Talley — *Northern*
Peter Schwartz — *Pacific Northwest*

OUTSTANDING YOUNG ADULT PATROLLER

Wyatt Feldman — *Central*
Matthew Legler — *Northern*
Adam Kipust — *Pacific Northwest*

TAKE PROTECTION TO NEW HEIGHTS



Side Window Deflectors



FloorLiner™



Cargo/Trunk Liner

Winter takes its toll on your vehicle's interior. Keep it clean and dry with custom-fit, laser-measured FloorLiner and Cargo/Trunk liner. Plus, Side Window Deflectors will keep the snow out whenever you need to crack a window.

WeatherTech®.com

Auto. Home. Pet. Find Your Fit.

1-800-441-6287 or 1-630-769-1500



INCIDENT
COMMANDER

ICS FOR SKI PATROL

INCIDENT COMMAND IS A VALUABLE TOOL FOR SKI PATROLS

BY MAJOR TOM MINER, RETIRED, PIERCE COUNTY SHERIFF DEPARTMENT,
SUMMIT AT SNOQUALMIE PASS PRO PATROL TRAINING COORDINATOR

RECENTLY, THE NSP MANDATED THAT ALL PATROLLERS MUST COMPLETE THE INCIDENT COMMAND SYSTEM IS-100 COURSE AS A REQUIRED TRAINING. THIS HAS GENERATED A GREAT DEAL OF CONTROVERSY IN MY HOME PATROL, AS WELL AS IN PATROLS

ACROSS THE NATION. FOR MOST PATROLLERS WHO ARE NOT PART OF A FIRE SERVICE, EMERGENCY MEDICAL SERVICE, OR LAW ENFORCEMENT, IT IS HARD TO UNDERSTAND HOW ICS, AS IT IS TAUGHT, COULD POSSIBLY FIT INTO WHAT WE DO AS SKI PATROLLERS.

ICS training and use was mandated by President George W. Bush after the 9/11 terrorist attacks. The intent was to improve response at all levels of government. The Federal Emergency Management Agency was tasked with establishing that training. It was developed for a wide range of responders to handle anything from multiple traumas at a local level to nationwide disasters. Because of this, the training presents over-reaching information that goes far beyond



Incident commander on scene. Photo by istcok.com/renal.

what a patroller may need on a normal day at a ski area. It is the process that ICS is designed to implement that is important to understand, and that is what this article is intended to convey.

I am a certified ICS instructor and have been using ICS for over 30 years in my job as a sheriff's deputy responsible for search and rescue and as a member of FEMA's National Urban Search and Rescue System that responds to major disasters across the United States.



Search and rescue operations frequently use the county sheriff as the incident commander. Photo by Candace Horgan.

One of the most significant events where I used ICS and was the incident commander was after the shooting deaths of four police officers while they were sitting in a coffee shop at the beginning of their shifts on Nov. 29, 2009. I had left the sheriff's department and was working as a civilian in emergency management. I called the chief of the department that lost those officers and suggested using ICS to manage the memorial services for those four officers. He had his hands full investigating the murders of his officers and searching for the suspect, and he graciously accepted my offer and gave me the delegation of authority to establish an incident command organization to deal with all the associated issues a memorial for one fallen officer entails, much less four at once.

It was really the first time that our area law enforcement utilized ICS formally. We had a multidiscipline management team of police, fire, and civilians working toward one goal: taking care of the families of the fallen officers and safely and efficiently conducting the largest memorial service in the history of our state. We filled every ICS position, with Planning and Logistics working for 10 long days. They put together an incident action plan and found the resources needed for the Operations section to conduct a memorial that saw over 600 patrol cars in procession through the community to a stadium filled with family and friends and a community in mourning. The incident management team that we developed followed that memorial just a month later by organizing the memorial for a county deputy who was shot and killed at a domestic violence call on Dec. 28, 2009. After the success of those memorials, ICS and the use of incident management teams

became commonplace in our county for every major event. We now have a Type 3 incident management team made up of law enforcement, fire, and civilians from the county, cities, and multiple different agencies that is utilized on a regular basis.

I have been patrolling for over 30 years and yes, ICS does have a place in your ski patroller's arsenal of tools. Whether you realize it or not, you have used it every day on every incident as a patroller.

The IS-100 course introduces basic ICS principles, including:

1. Defined organizational structure
2. Common terminology
3. ICS organization expands and contracts as needed
4. Reasonable span of control
5. Clear chain of command/Unity of command
6. Management by objectives
7. Documentation of actions (action plan)

Everyone used to think of ICS as a tool used by 911 response agencies for managing large-scale incidents and wildfires. ICS is mandated by the federal government for managing large, complex incidents that involve multiple jurisdictions and continue for multiple operational periods, but ICS is also a tool that can be used for any size event needing coordination.

ICS is the blueprint for developing an organization to manage large and small emergencies and is used by incident management teams across the country. One of the basic principles of ICS is that it is scalable and can expand or contract as needed. Most ski patrol incidents are small scale and do not need a large,



Multiple patients can be injured in a lift derailment, requiring ICS to manage it properly. Photo by Ed McNamara.



A triage member is sent in by the incident commander to get a quick count of the number of patients. Photo by Ed McNamara.

A red patient will be high priority for the treatment team. Photo by Ed McNamara.



complex ICS organization or incident management team to manage them. Most incidents on the hill are over in a few minutes to a few hours, and while most are not overly complex, some can be. Think of a lift evacuation in inclement weather with injuries. Think of an avalanche that takes out a lodge or a lift line of people. Think of a missing boarder or skier that turns into a complex search spanning multiple days. Think about a mass casualty incident (MCI) in your area with fatalities. All those incidents will require more than just area patrollers to resolve the problems. It may involve multiple other ski area departments and outside agencies such as fire, law enforcement, EMS, forest service, air support, and others.

The sooner an ICS organizational platform is established, the easier it is for outside groups to integrate and become effective supporting organizations. Fire and law enforcement are steeped in ICS, and when you start speaking the language of ICS, they will be more likely to support you, rather than move in and attempt to take over from you.

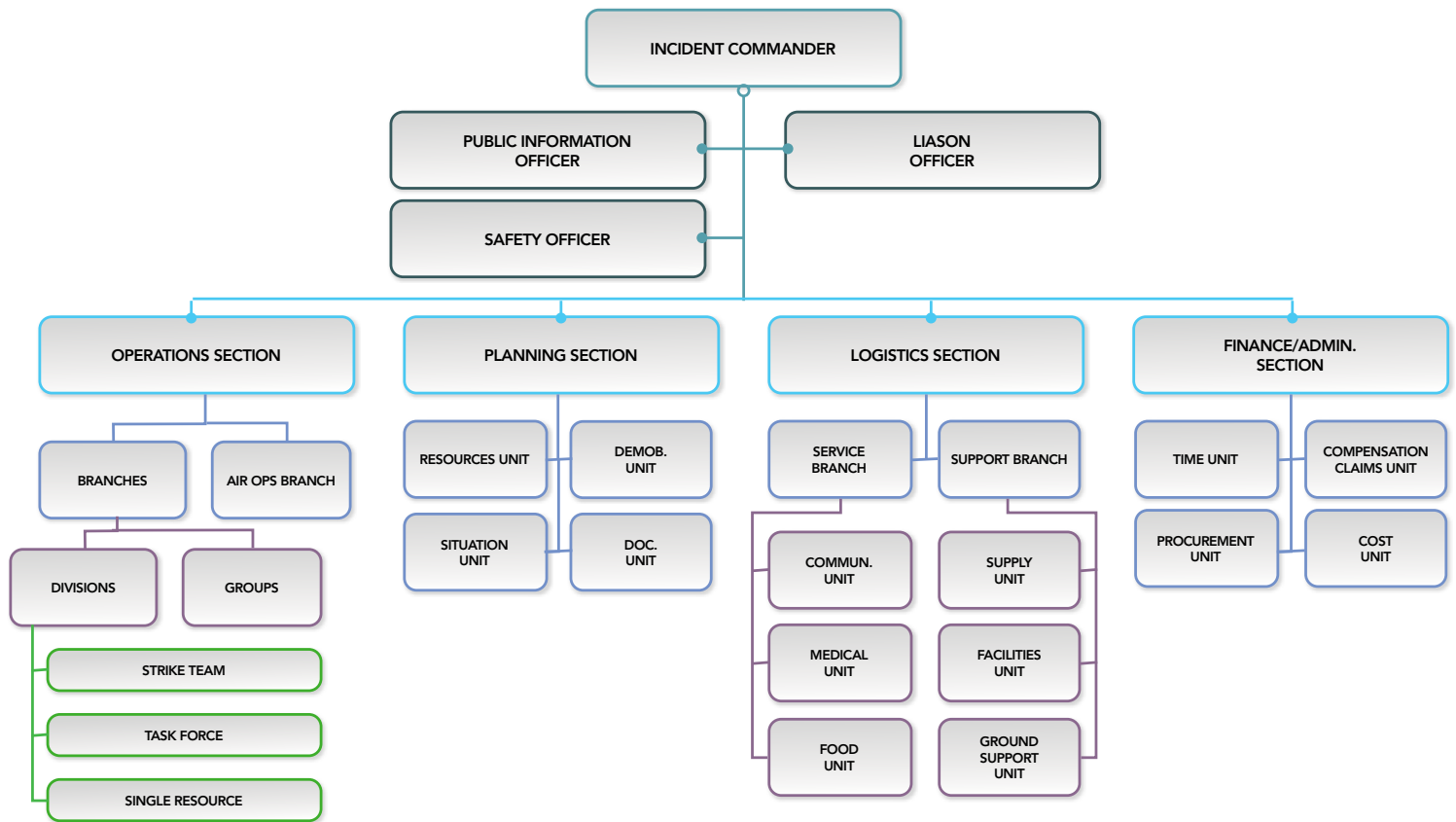
In our ski area we tend to think of lift evacuation as a patrol problem, when in fact it involves every department on our hill, including lift maintenance, lift operations, ticketing, facilities, marketing, management, etc. When everyone on the patrol is focused on getting the guests off the chair, which is our primary focus, we tend to forget how the other departments could be affected or how they could be of assistance. Failure to make timely notifications to other departments or assuming others know what is going on and what to do is exactly what ICS is designed to prevent. Using other groups of ski area employees to force multiply and assist with the evacuation from the chair requires an ICS organization to effectively coordinate that support.

If you took IS-100 as required, you know that there is an ICS organization chart that has five basic positions. They are Command, plus four subordinate groups that report to command: Operations, Planning, Logistics, and Finance.

This is where we lose most students when teaching IS-100. This is already a concept that makes little sense to a ski patroller. The terms are alien, and it's hard to imagine an incident or time when there would be that many patrollers available to fill those rolls and still perform the mission. So, let's step back and think of those positions on the organization chart as functions, rather than positions. Those five functions occur in everything you do in life.

Someone is always in Command or acts as the incident commander (IC). Most of the time as a patroller, that is you. For example, when you respond to a routine and simple injured skier call, you are the IC, you are in command. However, the other functions all must be addressed to be successful on that simple call. A basic principle of ICS is if you as incident commander do not ask someone else to do one of those functions, you are responsible for doing all of them.

The Operations function is focused on the current moment in time and includes anything you physically must do to resolve the incident. Skiing to the incident, size-up and scene safety, patient exam, and short report are all operational in nature.



An Incident Command System organization chart, with possible subdivisions shown.

The Planning function is focused on the future or what comes next. You continue on after the size-up and assessment of the injury and formulate a plan of action based on what you know.

- How are you going to treat the patient?
- How are you going to move and transport the patient?
- Where are you going to take them?
- What else are you going to need?

Logistics is focused on obtaining additional resources. If you are going to need either more people or more equipment than what you have with you, you make a logistics request via your radio. Most patrols have a dispatch room, and that is where the logistics function occurs and how your resource requests are filled. If you need more people, a toboggan, a spine board, O2, or whatever it is you need to accomplish the operational objectives, you request them through the Logistics function.

Finance is focused on the cost of the response. We as patrolers don't worry too much about this function, as it's built into our patrol agreements and not something you should have to think about on most incidents that do not expand beyond one operational period and are not complex in nature. However, if it is complex and long-lasting and may impact your area's operations in the future, it certainly has a financial impact and must be considered by the incident commander. Shutting down a chair, closing runs, or closing the area all have large financial implications and require notifications with other ski area departments.

Another basic concept of ICS is management by objectives. Objectives are three to six short statements that explain what you need to accomplish to solve the issue at hand for the operational period. What are the objectives for a simple injured skier incident?

1. Ensure the safety of patrollers, the injured, and others.
2. Respond rapidly.
3. Treat and transport the patient.
4. Document all actions.

We don't write these down or need to think very hard about them and don't think of them as objectives, but we are trained and understand that this is our job and the expectation of the skiing public and of our area management.

So, to repeat, on a normal incident, you the patroller are using ICS, but instead of building a formal incident command organization with patrollers assigned to one of the four ICS positions/functions, you are the incident commander, you are the operations section chief, and you are the planning section chief. You form an action plan, you request help through your dispatch center, and they fill those logistics requests. When the other patrollers arrive with the equipment, you as the patroller in command brief them on what you have and what your action plan is, and you conduct the operation to complete the mission. This is simple ICS.



The incident commander may have to deploy technical rescue teams. Photo by Candace Horgan.

Span of Control

Another basic concept of ICS is maintaining a reasonable span of control. Per IS-100, a manageable span of control is five to seven people or functions. When any one of those functions overwhelms you, ICS says you should delegate responsibility for a function or activity to a section chief. The NSP Senior Program focuses on this very issue. More complex incidents require you to take command, delegate tasks, and maintain situational awareness of everything that is happening around you. ICS is the tool to help you do just that.

When multiple people are all looking to you for tasking, it is easy to become overwhelmed because your span of control exceeds that magic five to seven number. ICS gives you a common model to assign the workers into geographic areas called divisions or into groups that perform specific functions. Each division or group is assigned a division or group leader who then reports to the incident commander or operations chief. ICS is simply the model for doing this and provides a common and recognizable blueprint for developing an incident management organization.

As an example, think about a more complex incident that most of us have responded to or may respond to if we patrol for any amount of time: a lift evacuation. For this example, we have five people injured and ejected from the chair. Weather is poor, with high wind speeds and icy conditions. You have minimal staffing for the area. The skier population is moderate.

What are the objectives for a complex incident like this? At our area, we have pre-identified the objectives for the first hour of any significant event and have a major event book that can be quickly referenced by the incident commander. These objectives are:

1. Ensure the safety of responders and skiing customers.

2. Establish incident/unified command.
3. Evacuate the people off the chair in a timely manner.
4. Triage, treat, and transport any injured.
5. Notify management.
6. Maintain coverage of the remainder of the hill.
7. Document all actions and identify who is evacuated.

ICS is designed to help meet all those objectives in a timely manner. To accomplish this, several questions have to be asked and answered, including:

1. Who is in charge?
 - a. Does everyone in your ski area know the answer?
2. How many people will it take to evacuate the chair in a timely manner?
 - a. What is a timely manner?
 - b. Do you have enough available resources working to meet this objective?
3. Can anyone other than patrol perform chair evacuations or assist?
 - a. If so, who are they, where are they, and how are they notified?
4. How many patrollers will it take to triage, treat, and transport the five injured persons?
 - a. Do you have enough resources to do this and evacuate the chair at the same time?
5. Do you have enough patrollers to maintain coverage for the rest of the area?
6. What other agencies or organizations would be involved?



A briefing by incident commander Admiral Thad Allen for team in New Orleans responding to the Deepwater Horizon incident. Photo by Petty Officer 3rd Class Ayla Kelley.

- a. Fire
 - b. EMS
 - c. Landowners
 - d. Law enforcement
 - e. How are they notified?
 - f. Where do you want them?
 - g. How do you control their actions?
7. Who in the ski area needs to know that one of the chairs is down and there are injuries?
 - a. Marketing/public information
 - b. Management
 - c. Lift ops
 - d. Lift maintenance
 - e. Others?
 8. Who can make the decision to close other chairs or the entire area if needed?
 - a. How does that happen?
 - b. Who needs to be a part of that decision?
 9. Where and how can you get more qualified responders to help with evacuation of the injured?
 10. What would the span of control be if you do not delegate and establish an ICS organization?

To manage this incident, four of the five ICS positions probably will be needed: Incident Command, Operations, Planning, and Logistics. Let's examine what each section will do for this incident.

Incident command (IC) is the first position filled and is responsible for ensuring:

- The safety of all responders and others (safety officer)
- Public information officer (PIO)
- Timely notifications
- Coordination with other ski area departments
- Liaison with other agencies such as fire and law enforcement
- Establishing a command post and unified command
- Develop incident objectives

The IC should pick a location to command from where other responding organizations can find him/her for coordination. The command post should have both radio and telephone communications available and staff to answer phones and make calls for additional resources.

The IC should appoint a qualified operations chief to assume control of available resources and assign them various tasks to meet the incident objectives. Notify area management and request the area PIO respond to the command post. Assign an assistant to help the IC track assignments and incoming communications while the IC is otherwise occupied giving assignments, making notifications, and coordinating with other response groups.

The IC needs a white board or similar aid to help track and develop his/her organization.

The operations section chief (OSC) is responsible for managing the available resources to meet the incident objectives and focuses on the current time frame. The IC delegates Operations to a qualified, competent patroller as operations section chief, and this person then assigns the available patrollers to specific tasks.

- OSC identifies additional equipment and personnel needs and requests them through the IC/Logistics.
- OSC divides resources assigned to incident into groups with a group leader to maintain a reasonable span of control. In the above incident, it might be:
 - *Lift evacuation group*
 - Special needs/situations team
 - Line heralding/customer communications team
 - Rescue teams
 - *Triage, treatment, emergency medical transport group*
 - Medical teams with toboggans
 - Triage/treatment teams
 - *Ground care, transport/transfer/escort evacuee group*
 - Snowmobile operators
 - Identify and escort evacuees to base area

As additional resources arrive, they report to the OSC for tasking. The OSC needs to be in a position where they can obtain and maintain good situational awareness.

Each group the OSC creates needs a group leader. By assigning group leaders, the OSC ensures their span of control does not become unreasonable. The lift evacuation group may initially have two or three teams of two patrollers until additional resources arrive and are assigned to that group. One of those patrollers should be designated as the group leader who reports to the OSC regarding status and additional needs. The group leader also assigns additional resources sent to them by the OSC to specific tasks.

As patrollers complete tasks, they should report back to the OSC for reassignment or release.



SUNGLASSES & HELMETS

NATIONAL SKI PATROL
PREFERRED PRICING AT:
RUDYPROJECTNA.COM/NSP

The IC delegates the Planning function to a qualified, competent patroller as the planning section chief. (PSC). The PSC focuses on what happens next and establishes plans in coordination with the OSC and IC.

- Deciding where evacuees are going to be sent once they are off the chair and ensuring all involved are aware of the plan.
- Tracking weather and other outside influences.
- Tracking status of assigned resources.
- Anticipating and planning for other potential issues that might impact the operations.
- Developing a plan to identify and track evacuees and patient movement.
- Ensuring appropriate documentation of all actions.

The PSC needs to ensure any plans they develop are approved by the IC and are relayed to Operations so they can carry out the plan.

The IC delegates the Logistics function to a qualified, competent patroller as the logistics section chief. (LSC). The LSC finds additional patrollers and equipment to meet the OSC's needs and requests.

The LSC is responsible for establishing support facilities to shelter and feed responders. Once additional equipment such as toboggans is located, the LSC lets the OSC know where they are so they can assign resources to best utilize them. As Logistics locates additional patrollers and responders to assist, they check in with Logistics upon arrival but report to the OSC for tasking.

Each of these functional positions maintains communications with one another to ensure everyone is operating under the same set of rules and everyone is working to meet the established objectives. The IC's role is to make sure each position is staying on task and coordinating effectively across the ICS organization.

If the IC does not delegate one of these functions to another person, the IC is responsible for that role. As the IC, it is

easy to become overwhelmed by any one of these activities, and it is important to recognize when one function is overwhelming you and delegate it away.

Common Mistakes

The most common mistakes made during emergency response are:

1. Failure to establish command
2. Command becoming involved directly in performing operational functions
3. Command not remaining at the designated command post
4. Establishing multiple command posts
5. Failure to establish unified command
6. Span of control unreasonable
7. Communications at all levels and types inadequate or nonexistent
8. Use of terms that are confusing or hold multiple meanings
9. Failure to plan for the next phase of operations
10. Failure to account for and document actions of responders
11. Unclear chain of command resulting in conflicting direction and orders
12. No established objectives, so no one knows what the ultimate goal is
13. Failure to provide frequent, accurate, and appropriate public information
14. Using untrained or improperly equipped responders, leading to injury or death of responders or the persons you are attempting to rescue
15. Untimely or no notifications to management or other responsible parties
16. No written action plan

ICS is designed to help prevent all the above or recover quickly when one of the above most common mistakes happens. ICS allows you to quickly identify what is going wrong and correct it before it becomes a major failure point.



FEMA incident command briefing for a fire response in Georgia. Photo c/o FEMA.

How to Implement ICS in Your Patrol

ICS requires practice, and with experience it becomes easier to implement and use. Using the terminology helps. In our area, on each incident the patroller who responds to an incident is expected to call in where they are, what they have, what they will need, and what their plan is as part of their short report. They then are required to notify communications what their time frame to transport is. In ICS terms, they are reporting where they are establishing command, what their incident is, what logistical support they will need, what their plan of action is, and their time frame for completing the operation.

Use ICS in training and when you conduct exercises. Use it for setting up next year's refreshers. Institutionalize its use in your operations manual and training of new patrollers. Use it for setting up your patrol's annual banquet or awards ceremony by establishing your objectives, building an ICS organization, and delegating tasks using ICS terminology and it will begin to make more sense.

By understanding how to utilize ICS on small incidents and practicing using it during training, you will be able to more easily use it on the large, infrequent, high-risk events that cause us the greatest problems and pose the greatest risk to patrollers and area management.

Does your area have clear guidelines on who is in the incident command group when bad things happen in your ski area? Everyone from management on down needs to buy into the concept. At my area, the ski patrol has been designated as the incident command entity. The patrol is responsible for establishing incident command, and area management and other division supervisors know that they need to contact the patrol's IC for tasking and situation updates.

I would encourage you to take another look at ICS and find a trainer that can put ICS into context that fits your activity on your hill. Make sure your management understands the concept, and if you are expected to be in command in a major event, make sure they grant you the authority to make difficult decisions and that all the other responders know and understand their role and responsibility within the ICS organization. Work with your local emergency responders and let them know you intend on using ICS and wish to establish a unified command post with them when you call them for assistance.

Train in its use, practice its use, and develop a culture that uses it on a regular basis and it will cease to be a mysterious and confusing government program and instead become a valuable tool in your arsenal on the hill.

With the recent COVID-19 pandemic, every community in the country opened emergency operations centers and ran their support operations with management teams that were using ICS concepts. Many patrollers asked how they could help with the response, and one of the requirements to work in an emergency operations center was completion of IS-100 training so that you have a basic understanding of how communities were working to support our medical professionals. +



Save up to 45% off

Visit
www.lenovo.com/us/en/nsp/

YOGA^{C940}



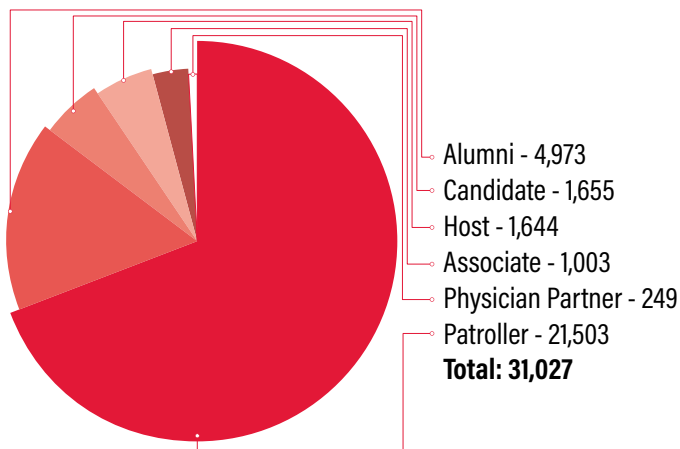
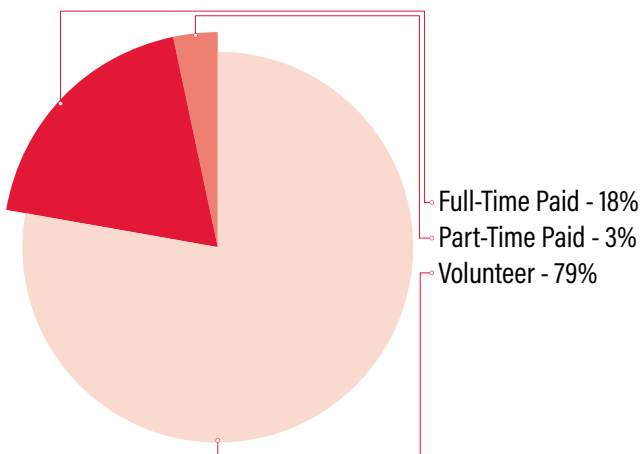
Lenovo[™]

ANNUAL REPORT

Adaptability, Resiliency, and Teamwork in a Time of Unprecedented Challenges

With the end of fiscal year 2020 came significant change in our industry and throughout the world. While the global pandemic grew and communities faced serious conversations around race and equality, NSP worked hard to support our members, staff, partners, and key stakeholders. Although the world was disrupted by the end of last fiscal year, we remain a resilient organization that continues to demonstrate strength, adaptability, and teamwork throughout these uncertain times. With that work, we feel confident moving into the future.

MEMBERSHIP



1%

Total Membership

1%

Paid Patrollers

5%

Alumni

14%

Associate



NEW BIKE PROGRAM

New for 2020, NSP formally recognized the Bike Program and is working to add new bike patrols while identifying who is already bike patrolling within existing NSP membership.

BIKE MEMBERS

In summer 2020, NSP launched a series of surveys highlighting the demand for bike patrollers in our current and future membership. The non-membership surveys are still ongoing, but here is some data from current NSP patrol representatives nationwide.

64%

OF PATROL REPS THINK THERE IS POTENTIAL FOR MEMBERS TO BE INVOLVED IN SUMMER BIKING ACTIVITIES.

27%

OF CURRENT NSP PATROLS HAVE AN AFFILIATED BIKE PATROL OR BIKE HOST UNIT.

2,000

CURRENT NSP MEMBERS INVOLVED IN BIKE ACTIVITIES

EDUCATION PROGRAMS

RELEASE OF OEC6

Outdoor Emergency Care provides the standard of training for NSP patrollers. The sixth edition of the text was released in summer 2020 following an extensive review, writing, and editing process that spanned two years. The editors of the new text worked to provide OEC technicians with a solid base and background understanding of medical problems they might encounter. They also worked to include information regarding the “why” of a course of action and treatment.

Each chapter of the new text includes updated information and new material, and the editors also included information relevant to bike patrollers and others working in a resort’s summer operations.

One NSP member remarked, “I am SO happy with the 6th edition ... The book reads like a novel. The material is relevant and concise. The reinforcement of the assessments in each chapter is great.”



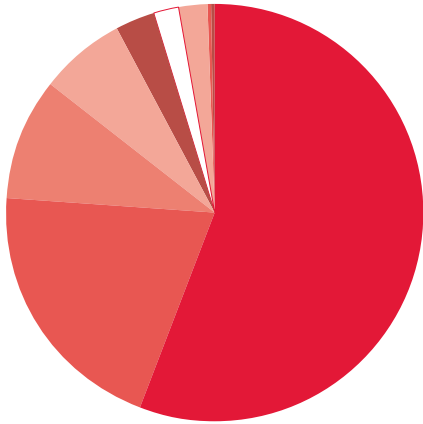
PROGRAM ENROLLMENT

Outdoor Emergency Care (OEC)	29,605
Outdoor Emergency Transportation (OET)	13,614
Avalanche	1,172
Instructor Development	865
Skills Development	857
Nordic/Backcountry	660
Mountain Travel & Rescue (MTR)	434
Certified	118



Rider: Will Bruce | Photographer: Scott Bellow

FINANCIALS



INCOME

Registration	\$1,532,196
Partnerships	\$558,186
Events	\$9,785
All Sales (Gross Profit)	\$262,762
In-Kind	\$79,678
Education	\$180,827
Rental Income	\$57,439
Contributions	\$58,320
Other	\$3,397
TOTAL	\$2,762,470

ASSETS

Current Assets	
Cash and cash equivalents	\$848,444
Investments	\$1,236,455
Accounts receivable, net	\$144,807
Inventory	\$447,873
Prepaid expenses and other current assets	\$88,684
Total Current Assets	\$2,766,263

Noncurrent Assets	
Property and equipment, net	\$712,220
Total Assets	\$3,479,033

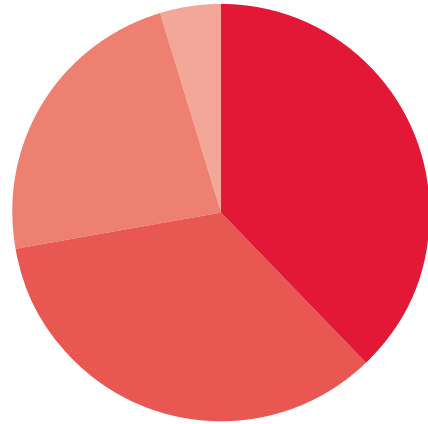
LIABILITIES AND NET ASSETS

Current Liabilities	
Accounts payable	\$51,089
Accrued liabilities	\$109,364
Deferred revenue	\$948,865
Due to affiliated entities	\$39,040
Total Current Liabilities	\$1,148,358

Noncurrent Liabilities	
PPP Loan	\$270,800
Total Liabilities	\$1,419,158

Net Assets	
Without donor restriction	\$1,928,996
With donor restriction	\$130,879
Total Net Assets	\$2,059,875

TOTAL LIABILITIES & NET ASSETS	\$3,479,033
---	--------------------

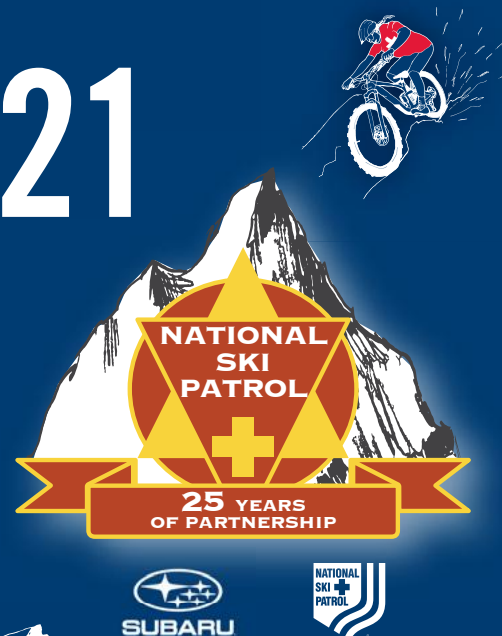


EXPENSES

Program Services	\$1,050,710
Membership Development	\$958,987
Management, General, and Fundraising	\$771,258
TOTAL	\$2,780,955



MEET THE 2020-21 NSP SUBARU AMBASSADORS!



Bruce Welton | @bruce.welton
Squaw Valley Ski Patrol, CA

After fumbling my way down the slopes of Eastern Pennsylvania at the mere age of 12, I took my love for skiing to Killington, Vermont. I earned a degree in resort and leisure management, got slightly better at skiing, and was

reintroduced to the world of ski patrolling as a rookie at Killington and Pico ski areas. Since then, I've been fortunate enough to patrol with the Wombats at Mount Buller in Victoria, Australia, and Squaw Valley, California. At this point, the world of patrol is wide open for me, and I'm excited to share it with others. It is by far the most rewarding work I have ever done, and I encourage others to become involved.



Colby Atkinson | @colby_atkinson_
Snowbasin Ski Patrol, UT
Powder Mountain, UT

I got a job as a lifty at Snowbasin, but that wasn't enough skiing for me. After watching the patrollers get on the lift before everyone, and always just skiin' around all the time, I thought to myself, "I'm going to do that!" Now here I am,

with knowledge I never thought within my capacity! I've been working at Snowbasin as a full time, year-round ski patroller since 2015. I have loved every second of it! It helped me discover another passion. I found myself wanting to visually remember and cherish patrol moments. That's when I bought my first camera! It practically lives in my patrol pack.



Cipher Tarrant | @cipher94
Tyrol Basin Ski Patrol, WI

I am going into year four as a patroller. I'm currently on year three as an OEC instructor and am an IOR for Madison-area OEC. After my candidate year, I watched my friend fall 50 feet in a climbing accident. Working that accident

really made me want to keep building my skills. Currently, I am a volunteer NREMT-B and am going through advanced EMT training. I work as a youth rock climbing coach. I basically enjoy anything outdoors and adventurous, and my dog tags along when he can. I love getting my hands dirty.



Hannah Wagespack | @balanced.banana
Bryce Mountain Ski Patrol, VA

I am an outdoor enthusiast and mountain patroller — ski and bike. This is my third patrol season and sixth ski season. I fell in love with skiing on my first ski trip in 2014 at Whitefish, Montana, and began dedicating my winters to ski trips.

Growing up in New Orleans, my prior exposure to winter sports was nonexistent, and once I discovered skiing, I dove in headfirst. After getting a few ski seasons under my belt, I received my EMT-B certification and challenged the OEC course at Bryce Mountain in Virginia with my husband, Nick. We have been patrolling at Bryce ever since!



Brendan McCue | @bigbsurfskis
Beaver Creek Ski Patrol, CO

I grew up in Milwaukee, Wisconsin, and was fascinated with surfing, photography, and skateboarding. When snowboarding hit the Midwest, I realized this was how I was going to surf. After visiting Colorado, it

was clear to me this was where I wanted to live. It's my fascination with the outdoors and photography that has kept me chasing adventure. My wife and I are raising our twin 5-year-olds in Colorado and travel to the beach and surf as much as we can. Anywhere there's ocean or mountains, surf, or snow, is where I feel most at home.



Julie Stone | @drjastone
Hidden Valley Ski Patrol, MO

I am super excited to have been chosen as a 2021 NSP Subaru ambassador! I have been patrolling since 2006 and right from the beginning involved in teaching and giving back. I instruct and IT in OEC and OET,

am an MTR instructor, train and evaluate in the Senior Program, and am a Professional Ski Instructors of America Level II instructor. I love people and helping them reach their goals as patrollers. It was one of my grad students who convinced me that I could be a patroller. I joined in 2006, and patrol has changed my life.



Marc Abend | @mdabend
Loon Mountain Ski Patrol, NH

After settling in at Loon Mountain, in the White Mountains of New Hampshire in '85, I not only found a love of helping skiers, but a camaraderie between patrollers that I have not encountered in any other realm of life. We push each

other in all aspects of patrolling and force each other to up our game. Patrolling has allowed me to work the Vail '99 World Championships and the 2010 Vancouver Games downhill. I have now had the opportunity to give back by becoming a member of NSP's board of directors. I was asked this season to be the patrol director at our mountain and lead the all-pro patrol moving forward as we face some unique challenges.



Kate Speare | @katespeare
Park City Ski Patrol, UT

I am starting my seventh season as a ski patroller at Park City. I am a Utah native, and grew up with a dad who was a ski patroller. I moved away from Utah to play lacrosse in college but quickly became homesick and transferred

to the University of Utah. I majored in health promotion and education with an emphasis in emergency medicine and wilderness rescue. I started at Park City working as a lifty and quickly moved into ski patrolling the next season. I spent five years working full-time year-round between ski patrol and bike patrol until spring 2019, when I stepped away to get more clinical experience working in the hospital.



Tait Germon | @tait.germon
Killington Ski Patrol, VT

My senior year of college a friend and I were skiing Stowe on a bitterly cold February day. We stopped in the warming hut up at the top of the mountain to get a reprieve from the cold. We had the small building to ourselves.

Suddenly, a nondescript door opened wide. "You guys want to come in and warm up a bit?" the woman asked. We piled into a cramped, toasty room, where the two patrollers hosted us for the next 45 minutes, sharing their stories of patrolling. That's the day I decided I wanted to be a ski patroller. I'm still here, living the life that those two Mt. Mansfield patrollers opened the door to 23 years ago.

Meet NSP's NEWEST STAFF

OVER THE LAST SEVERAL MONTHS, NSP HAS ADDED NEW STAFF MEMBERS WHO ARE MANAGING THE ORGANIZATION'S FINANCIAL TRANSACTIONS AND HEALTH, OVERSEEING OUR INFORMATION TECHNOLOGY, AND REGISTERING AND HELPING NSP MEMBERS. EACH OF THEM ANSWERED A SET OF QUESTIONS TO HELP YOU GET TO KNOW THEM BETTER.



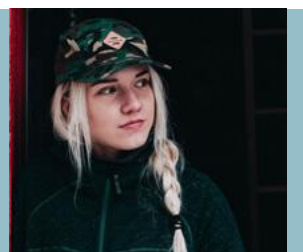
Ellen White

ELLEN WHITE, FINANCE AND OPERATIONS DIRECTOR

Ellen brings a wealth of experience in different settings — from Big Four accounting firms to start-ups and nonprofits — to NSP. Most recently, she worked for 9Health Fair here in Colorado. She is excited to work with a membership organization focused on education and helping others to recreate safely outdoors.

Ellen is dedicated, focused, and curious. She enjoys mountain biking, surfing, and tele-marking, “mostly to keep me in shape for biking,” she says.

At NSP, Ellen handles all financial functions and manages the accounting, IT, and member records staff. She also oversees human resources and operations functions, including employee pay and benefits and facilities.



CeCe Palmquist

CECE PALMQUIST, REGISTRATION MANAGER

CeCe says that the three words that describe her are, “Ambitious, intentional, and spontaneous.” Prior to coming to NSP, she worked for a variety of small outdoor and ski apparel companies in both the U.S. and China.

In addition to backpacking and backcountry skiing, CeCe enjoys scuba diving. She patrolled for three years as a volunteer at Copper Mountain in Colorado. She is excited to be working at NSP thanks to her experience as a patroller. “To have come full circle from being a patroller to understanding the inner workings has been really rewarding,” she says.

CeCe's pet is a beta fish named Tycho.



Elizabeth Kim

ELIZABETH KIM, MEMBER SERVICES SPECIALIST

Elizabeth describes herself as funny, curious, and thoughtful. She comes to NSP with lots of experience helping people in diverse settings with issues like resources, retirement, and mental health.

While she does not have patrolling experience, she loves to ski, hike, camp, and kayak. She loves learning about patrolling and working with great people.

She and her family have just adopted a two-year-old dog named Ollie.



Matt Smith

MATT SMITH, IT MANAGER

Matt describes himself as curious, dependable, and stoic. He brings with him to NSP a 25-year career in software development, system management, and application architecture.

A lifelong skier, Matt has a five-year goal to become a professional ski patroller. He is excited to be at NSP and improve staff and member experience within the parameters of our current system capabilities. He also hopes to contribute to the foundation of NSP's strategic objectives for technology and infrastructure. He is personally excited to work with NSP members and staff. “So much knowledge and experience exist within our organization,” he says.

He lost his “beautiful black lab” last year, but has since been adopted by two senior Huskies. +



LEARNING MANAGEMENT SYSTEM

Illustration by istock.com/bakhtiar_zein.

Education in the COVID-19 ERA

NEW APPROACHES TO REMOTE LEARNING

BY NODIN DE SAILLIN,
NSP EDUCATION PROGRAMS MANAGER

The past nine months have been a challenging time. The global pandemic has changed so many aspects of our lives and affected each of us in ways we could never have imagined. This is certainly true for the way we learn. Remote learning has evolved significantly in the last two decades, and the ability to connect to online educational resources has become a familiar practice, from do-it-yourself videos on YouTube to fully online courses at universities. While the infrastructure that allows us to learn remotely has developed rapidly, the ways in which that educational content is delivered have often lagged behind and created a difficult space to navigate for both instructors and students.

As a graduate student at the University of Colorado Boulder, I taught for seven years in the division for continuing education and saw how the university pushed instructors to create more online course offerings for students. The accessibility of online and asynchronous (self-paced) learning means that a wide diversity of learners can take advantage of educational resources and opportunities. While the university pushed the creation of more remote learning

offerings, the methods that content was delivered to learners were not always optimized for digital consumption. I learned firsthand that watching a recording of a 90-minute lecture on a laptop is not a pleasant experience for anyone.

In our current reality of quarantining and social distancing, effective remote-learning delivery is crucial to the National Ski Patrol and its membership. We as an organization are tasked with figuring out how to best serve our members, and our educational programs are at the heart of who we are. Like many other organizations and institutions, we were blindsided by the rapid escalation of the pandemic, and while we work hard to be dynamic in the face of such acute change, we realize that our educational content is not fully optimized for online consumption. The process of adapting skills-based curricula to online delivery cannot be easily done overnight, but this moment can be viewed as a catalyst for how to effectively guide the future of our education programs and to create accessible, inclusive, and engaging online course offerings to all members.

This direction of improving and expanding our online course offerings not only

supports members during this unprecedented time, it also supports two pillars of NSP's strategic vision focused on program development and technological improvement. Our national office staff and volunteer leadership are working to develop pedagogical best practices — that is, how best to organize and deliver NSP's course content in a digital environment. This process takes time and resources, but we are dedicated to improving every member's experience, whether they are instructing, learning, or administering. As we continue to optimize and adapt aspects of our programs for online and asynchronous delivery, we are focused on three key areas: content, platform, and accessibility.

The process of transforming educational curricula that has historically been delivered in-person into engaging digital content is a challenging one. Delivery methods need to be agile, dynamic, responsive, and engaging. As I mentioned above, you cannot expect a learner — at any age — to sit through a 90-minute video lecture, even if there is an accompanying slide deck. It is also important to consider how learners are consuming course content. Not all NSP members have access to reliable internet,



TDRIVE
FUNDAMENTALLY DIFFERENT



T-Drive technology is a new cuff-to-shell interface that fundamentally changes how ski boot performance is defined. It eliminates guesswork and delivers a more effortless experience for skiers. Our goal is simple: We want you to consistently ski from first chair to last chair, without giving your boots a second thought.

TECNICA
BLIZZARD-TECNICA.COM



For NSP discounts on Tecnica ski boots, log in at www.nsp.org and click the pro page log in or visit your local Tecnica Pro Center.

and not all members are using computers to complete coursework; therefore, it is necessary not only to think about what educational content we are delivering, but also to think about how we are delivering that content.

High-resolution video, while great when you are watching with a high-speed, stable internet connection, can be dreadful when this is not the case. Similarly, navigating through an interactive course module can be a great experience when using a laptop or desktop computer but frustrating when attempting to do so from a tablet or mobile device that changes the aspect ratio of the screen. To create content that is agile and responsive, we need to take a creative approach to learning and reassess the traditional educational model. This is especially true in an asynchronous learning space where an instructor is not directly guiding learners through course content. To achieve this, we are working with subject matter experts — program supervisors and others — to distill and segment information into bite-sized chunks that can be consumed in a variety of ways and are engaging rather than overwhelming to the learner. Interactive elements, short videos with visual and audio components, and formative assessments, when created with the learner in mind, are incredible tools for online learning, and we will leverage these and others to make the experience better for learners and instructors.

Content, however, is only as good as the platform on which it is delivered. As many NSP members know, our current Learning Management System (LMS) is not ideally suited for our uses and can be a definite challenge to navigate and use. Having worked in higher education, I know how frustrating it can be to not be able to find a course or get stalled out while in the middle of taking one. I saw my university move through three different LMS platforms while I was there, and they all had their downsides.

I think that we can do better at the NSP, and it is my goal to migrate to a new

LMS as soon as our contract with our current provider is over. There are some great offerings on the market that are far less expensive and are designed with learners and instructors in mind. A new LMS will allow for easier interaction and navigation of courses and content, as well as easier integration into our education records system, which is currently discrete and requires records to be manually transferred between the two. Upgrading our LMS platform will make instructing, learning, and record-keeping a much easier process for all.

As the NSP moves toward offering more online courses to members, it is essential that both the content that we create and the platform on which it is delivered be accessible to all members. Accessible course design and delivery is critical to creating an online learning environment that is robust and agile. Accessible course design means that it is compliant with the Americans with Disabilities Act and provides multiple ways for learners to engage with content. Accessible course design not only benefits learners with disabilities, it also benefits learners for whom English is not their first language, learners who are working in noisy or quiet environments, and learners (as mentioned above) who do not have access to traditional computing devices or high-speed internet. Accessible design considers text, images, audio, video, interactions, colors, and every other element within a course to make sure that everyone can access its content. Accessibility means that no matter who or where you are, you can complete NSP courses.

We have a lot of work to do in the coming months and years to adapt and optimize NSP's education offerings for online delivery. Staff and volunteers are working diligently to make sure that all members have an accessible, inclusive, and engaging experience when taking NSP courses. We are committed to maintaining our gold standard of training in a digital environment, and we are excited to share what we develop with you all. +

SPOTLIGHT ON ALUMNI

ALUMNI STAY ACTIVE AS RESOURCE WITH LOCAL PATROLS

BY TIM VIAL, NSP NATIONAL ALUMNI ADVISOR

A solid gold resource, NSP alumni membership recently topped 5,000 members. The profiles below offer a fresh look at the talent and contributions that can be provided, and are already enriching, the National Ski Patrol and hundreds of NSP member units.

Alumni members can provide a wealth of experience, talent, and knowledge. They provide a vast resource of needed skills and expertise to supplement the efforts of the “active” membership. With the COVID-19 pandemic, many have found new ways to remain active; assist their former patrols, regions, or divisions; or take on renewed activity as mountain hosts or bike hosts.

NSP members have many reasons to go inactive: family responsibilities, relocating to a new part of the country, job responsibilities, educational options, health issues, concern for COVID-19, and more. Likewise, the pandemic may cause many patrols to reassess, reconnect, and find involvement opportunities for active alumni, including patrol or division community service events and expanding mountain host and bike host programs across the NSP.

Here we highlight some of our more active alumni and their contributions to NSP!

Carl Dahl, American River Bike Patroller

Carl retired as a patroller from Homewood Ski Patrol in California in 2008 after 36 years of outstanding service as a patroller, Outdoor Emergency Transportation instructor and head instructor at Homewood, and Senior instructor with the Mother Lode Region. He has taught and mentored many patrolers who have gone on to be outstanding leaders and trainers. He began his career with Sierra Crest, a Sacramento-based metropolitan patrol. Before coming to Homewood, he patrolled at most of the Lake Tahoe-area resorts.

Since retiring, he has continued as an active alumni, one who could always be



Carl Dahl (L) and “Doc” Jim Margolis (R)

counted on to be a well-acted patient at our Outdoor Emergency Care refreshers. He and four other active alumni continue to ski together and serve as an extra set of eyes, and often hands, helping out the active patrollers. He can always be counted on to help sweep the mountain at the end of the day because he knows the mountain so well and continues to be such a strong skier.

When we started the American River Bike Patrol, he was one of our first recruits. His background in NSP and long love of biking and riding the American River bike trail made him a natural. He recently completed his Outdoor First Care and trail readiness training and has already committed to patrolling three mornings a week. He is a great example of a dedicated ski patroller retiring, transitioning into an active alumni, and now returning to serve as a high-energy bike patroller.

Carl’s insight was forwarded by Jim Margolis M.D., the Far West Division Alumni advisor. “Doc” Jim was one of the founding fathers of the newest NSP bike patrol, with members acting as trail ambassadors and first-aiders along the 32-mile American River Parkway multi-use trail in Sacramento, California. He heads up Outdoor First Care training, with 65 bike patrollers trained as the patrol pioneered online trail training and OFC delivery and physically distanced,

hands-on training in the face of the COVID-19 pandemic.

American River Bike Patrol Representative Jim Cheng notes, “Carl is one of our most consistent patrollers, clocking in 18 miles a day patrolling the Parkway. Having been an NSP instructor, he brings that experience and knowledge with him. We are lucky to have him on the patrol.”

As to Doc Jim, “Words cannot begin to capture how important Doc Jim has been for the bike patrol. He helped establish the patrol and continues to bring an overwhelming amount of knowledge and experience; as patrol medical advisor, one outstanding contribution has been establishing protocols for hands-on training amid the COVID-19 pandemic. He also makes overwhelming contributions to the region as the Far West Division Alumni advisor and has been awarded 2020 National Outstanding Alumni.” (See “2020 National Outstanding Awards Winners,” page 49.)

Since the ARBP debuted in May, its members have been credited with saving a life by administering CPR on the trail, provided first aid to dozens of injured Parkway users, repaired flat tires, guided Parkway users back to their cars, and removed safety hazards along the parkway.

Rob Scharf, Sierra-at-Tahoe Mountain Host

Rob patrolled at several Lake Tahoe resorts from 1997-98 to 2008-09 and notes, “I simply got burned out driving two-plus hours to the ski resort to be there by 7 a.m., working until 5 p.m., then driving two-plus hours home. So, I took a year off by going alumni. After realizing that I missed the camaraderie of the patrol and that good feeling we all get when helping a guest of the resort, I returned as a Sierra-at-Tahoe mountain host, active from fall 2010 to the present.”

“Our unit is grateful to have alumni



LOCKED IN



NEVADA NEO

THE NEW MAGNETIC
GOGGLE LOCKED
WHATEVER THE ACTION

With Bollé's EyeLatch, secure the lens
in a blink of an eye.
Open it to change the lens, and close it to lock
it for the whole session, whatever the action.

AVAILABLE WITH PHANTOM LENS



PERFORMANCE INNOVATION SINCE 1888



Rob Scharf

patrollers like Rob to lead our Outdoor First Care training and to mentor hosts who do not have extensive medical knowledge," states Sierra-at-Tahoe Mountain Host Patrol Representative Diane Neill. "Past patrollers are important leaders of our 90-member unit, which adds about a dozen new recruits each year."

Marilyn Burnside, Rocky Mountain Division Treasurer

Marilyn went alumni after 25 years with the Loveland Ski Patrol in Colorado, where she was active as secretary, then Rocky Mountain Division Leadership advisor, NSP assistant national treasurer, and NSP national treasurer. She received the Distinguished Service Award, Yellow Merit Star, Outstanding Service Award, and Patroller's Cross. She stays active with her old patrol by assisting with the annual CPR refresher and serves as Rocky Mountain Division treasurer.

For patrol representatives and region or division directors, please keep the Alumni Program and our active alumni in mind. Suggestions for building an active, dynamic alumni program include:

- Establish an Alumni advisor for your individual patrol (and region and division) to take the lead on building alumni support, activities for alumni (e.g., an "Alumni Celebration Ski Day"), and options for alumni who wish to remain active with their old patrol.
- Advise current patrollers of "life after active patrolling" — as an active NSP alumni.



Marilyn Burnside

- Encourage patrol leadership to retain, involve, and keep lines of communication open to your patrol's alumni and those "contemplating going inactive."
- Share your patrol's alumni advisor's contact information with your region and division alumni advisor so individual patrols receive ongoing alumni updates and tools!

If you are already an NSP alumni, what are your ideas? With your help, additional value and enthusiasm can be added to a well-established alumni program. Don't overlook alumni perks such as access to the NSP Online Store and NSP pro deals. Alumni retain their ongoing years of service! If you want more involvement, let those leaders at the patrol, region, or division level know your interest — be the squeaky wheel!

Finally, alumni and families are invited to volunteer at the annual Sea Otter Bike Classic, recently moved to May 20-23, 2021, for first-aid and course marshal work. Held at Laguna Seca Raceway and Fort Ord National Monument, next door to Monterey Bay, California, volunteers receive free camping, a full event pass, lunch, an event T-shirt, and their patrol receives a financial donation. Make it an end-of-ski-season vacation to sunny Monterey.

Finally, our third annual Alumni Celebration Week at Whitefish Mountain Resort, Montana, which had been set for Feb. 28-March 6, 2021, has been rescheduled for Oct. 7-10, 2021. For more information on these two events, see the NSP Alumni website.

To the many thousands of NSP alumni, we welcome your continuing involvement in your local patrol, region, or division. Please share your thoughts with NSP National Alumni Advisor Tim Viall at tviall@msn.com or (209) 969-3875. Thanks! +



NEW AVALANCHE INSTRUCTORS MANUAL

BY NSP AVALANCHE PROGRAM STAFF

The National Ski Patrol Avalanche Program is proud to offer their members the NEW updated and internationally recognized Avalanche Level I and Level II courses. These courses meet or exceed American Avalanche Association guidelines.

Our National Avalanche Committee has worked tirelessly to bring the NSP *Avalanche Instructors Manual* (AIM) up to date with the latest research, technology, and professional industry standards. The NSP Avalanche Program is extremely committed to our goal of providing premier avalanche safety and rescue education.

Contact your division Avalanche supervisor for more information. 



Specialized communications tools to fit your unique job requirements and mission

Enhancing communications for ski patrollers

Whatever the situation, FirstNet gives first responders – **verified, OEC-certified ski patrollers like you*** – the ability to connect and communicate with emergency personnel every day. So you can keep the lines of communication open – when it matters most.

Learn more at [FirstNet.com/NSP](https://firstnet.com/NSP)



*OEC-Certified ski patrollers wanting to purchase a FirstNet Responder plan as a Subscriber Paid User must be a verified current employee of, or active volunteer for, a qualified public safety entity who is providing services or performing functions in the area of law enforcement, emergency medical services and emergency assistance to the public. Your eligibility for FirstNet service requires your OEC-Certified patrol director to submit your name to AT&T for verification. Once verified, you will receive an email asking you to complete your profile and follow the steps in subsequent emails to buy FirstNet service. You will be subject to periodic re-verification. You must have an AT&T Wireless Customer Agreement and an individual FirstNet account. If you are not a verified Subscriber Paid User, AT&T may suspend, change or terminate your FirstNet service. See firstnet.com/firstnetresponder for verification and other details. ©2020 AT&T Intellectual Property. FirstNet and the FirstNet logo are registered trademarks of the First Responder Network Authority. All other marks are the property of their respective owners.



HOW TO APPRECIATE NSP'S ANNUAL REPORT

REVIEWING NSP'S FINANCES

BY STEPHANIE ZAVISLAN, NSP ACCOUNTANT

The annual report for fiscal year 2020 (July 2019 through June 2020) has been released. Please read this report! This is a comprehensive look at how the national organization operates and uses its sources of revenue. Your member dues are currently our most significant source of revenue, and the annual report shows you where your dues go. As we continue to fundraise and diversify our revenue streams, we hope fundraising can partly supplement future dues increases.

It is a strange time to fundraise. Because of COVID-19, we are not able to do some of the events we had planned to do, including ski movie premieres, silent auctions, or even Powderfall. As such, this year we are turning our attention to grants and looking at other methods funders can support our creed of "Service and Safety."

If you know of grants that would benefit NSP, please reach out to Stephanie Zavislan at szavislan@nsp.org to alert us and give us a chance to apply. We have received a few grants in the past 18 months, and we hope to apply for more. Over 75% of NSP's patrollers are volunteers, and patrollers provide services on the mountain at no cost to the guest. We are looking forward to finding funders who want to support our legacy and carry us into the future.

Reminder: NSP's 83rd birthday is March 8, 2021! Encourage your skiing/snowboarding friends and family to donate at www.nsp.org or on Facebook.

We'd like to profile some of our major donors in future issues of *Ski Patrol Magazine*!

In this issue, we would like to recognize a donor who has given more than \$3,000 to NSP over the past few years! We had hoped we could post this person's picture, but he wishes to remain anonymous.

This donor has held various leadership positions and has served NSP for over 40 years. He was recently inducted into the NSP Hall of Fame. When asked why he gives to NSP, he simply stated, "It's like giving to my own family."

Thank you! Your example of leadership and your gifts to NSP have made a difference. 



RESPECT IN THE CLASSROOM — A TWO-WAY STREET

YOU ARE THE DRIVER!

BY DOUGLAS HILL, SOUTHERN CALIFORNIA REGION INSTRUCTOR DEVELOPMENT PROGRAM ADMINISTRATOR

As instructors, we would all like to have the respect of our students and feel like we are positively contributing to their education. We are very fortunate as instructors in the National Ski Patrol that most of our students come to us from a conscious decision and are motivated to learn. We come into our classroom or onto our ski slope or forest with some built-in degree of respect and credibility. How though, do we maintain that respect throughout our class or course?

Guess what? You have to give it to get it! We must earn that respect from our students from day one. If you work hard to earn that respect, you will most likely have it from your students throughout your course.

So, how can we best ensure that we maintain that respect? We all know the basic competencies of good instructors from our Instructor Development classes and textbook. We must know our subject well; have good verbal and non-verbal communication skills; be fair, consistent, and reliable with our students; use a variety of teaching methods to involve as many senses as possible in our lessons; be passionate about what we teach; stay current with all the latest updates in our discipline; and continually strive to improve with each class we teach with personal and student evaluations.

In addition, I believe it is important for us to be a model of respect as we teach. This means listening to what your students have to say without interruption, giving praise and recognition and inspiring confidence for positive performance, providing specific, effective feedback and encouragement when performances need improvement, and never embarrassing or belittling any student in any way.

Keep in mind that these patrollers or patroller candidates are coming to us as educated adults who are self-directed, self-reliant, and competent. They are asking us to provide them with knowledge and skills to help them grow into an even more self-directed and more competent person. Some come to us with education and



Photo by Scott Brockmeier.

life experiences far beyond our own. These adults are now put back into a learning situation where they must accept criticism (evaluation) from another adult. We need to do that in a way that respects the student and maintains their dignity while evaluating their performances in a critical but supportive manner. Establish an environment in your courses where the students are not afraid to make mistakes because they know they will not be singled out for failing, but instead are encouraged to learn and improve from their mistakes.

I believe the bottom line to this is to respect your students the way you would like to be respected if the roles were reversed. If you follow that philosophy in your teaching, your students will most likely show their respect for you as an instructor by showing up on time, paying attention, participating in class lessons, following class protocols, and respecting their fellow students. Having that respect on both sides of the two-way street is a win-win for all of us and will make our teaching and the students' learning much more enjoyable.

If you are not currently an NSP instructor and have thought about teaching in one or more of the NSP disciplines, take the challenge and begin your NSP teaching career by enrolling in an Instructor Development course in your region. You can change patrollers' lives, and I think you may change your life as well.

For more information on the Instructor Development Program, or if you would like an Instructor Development course offered to your patrol, contact the Instructor Development Program administrator in your region or the Instructor Development Program supervisor for your division. If you have questions or comments regarding this article or ideas for future articles related to the Instructor Development Program, you may contact me at dch@cadwest.com. +



Photo by Candace Horgan.



THE MAGNETIC COMPASS: AN ESSENTIAL BACKCOUNTRY TOOL

HOW TO USE A COMPASS FOR NAVIGATION

BY MYRON ALLEN, NSP NATIONAL MOUNTAIN TRAVEL AND RESCUE PROGRAM DIRECTOR

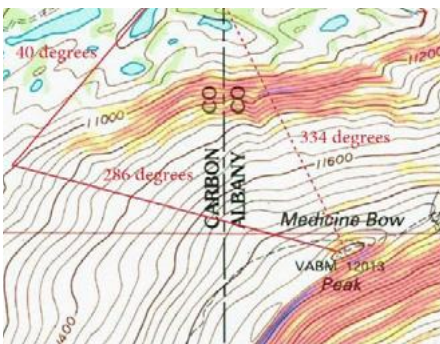


Figure 1. Routes from Medicine Bow Peak to Heart Lake. Map produced using CalTopo, <https://caltopo.com/>.

Having summited southern Wyoming's Medicine Bow Peak (41 degrees 21 minutes 37 seconds north latitude and 106 degrees 19 minutes 03 seconds west longitude) on an early June morning, you and your partner find yourselves enveloped in a chilly, dense cloud. While eating a snack in the swirling mist, you consult your GPS device. Just before its batteries fail, it shows that your camp at Heart Lake, shown in Figure 1, is 1.24 kilometers away, at a bearing of 334 degrees. However, you decide against negotiating the steep, slick snowfield that you boot-packed while ascending that line. It seems safer to drop to the 11,000-foot contour along a bearing of 286 degrees, traversing low-angle terrain, then to follow a 40-degree bearing through sparse timber back to camp — the solid red route in Figure 1. Fortunately, you have your magnetic compass, and your partner's wristwatch has an altimeter.

A SHORT HISTORY OF THE MAGNETIC COMPASS

The magnetic compass has a distinguished history. During the period 1040-1044 A.D., Chinese emperor Renzong of Song commissioned a manual of military

technology, the *Wujing Zongyao*. This document contains one of the earliest known references to the use of magnetized iron for navigation. In that era, Chinese navigators manufactured “south-pointing fish” by allowing heated iron to cool in the presence of Earth's magnetic field.

Four decades later, Chinese scholar and diplomat Shen Kuo, in his encyclopedic *Dream Pool Essays*, documented the use of lodestones to produce magnetic needles for direction finding. Shen wrote,

It is best to suspend [the needle] by a single cocoon fiber of new silk attached to the center of the needle by a piece of wax. Then, hanging in a windless place, it will always point to the south.

This improved device allowed Shen to measure the discrepancy between true north, determined using stars, and magnetic north. This magnetic declination arises because the compass needle aligns with Earth's magnetic field lines, which generally do not point toward Earth's North and South Poles. Shen's measurements opened the door to widespread use of the compass for accurate navigation.

The magnetic compass first appeared in Italy around the year 1300. Because the instrument conferred tremendous advantages in sea power and oceangoing trade, the use of magnetic compasses spread rapidly across the European seaboard. In 1698, English astronomer Edmund Halley, of comet fame, launched a set of expeditions to measure the magnetic declination throughout the Atlantic Ocean, later producing the first isogonic chart, a map showing lines of equal magnetic declination.

Since Halley's time, the magnetic compass has been an important tool for terrestrial and maritime navigation throughout the

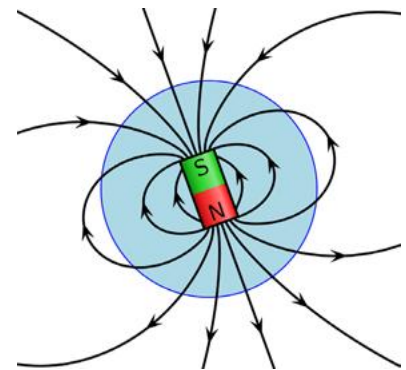


Figure 2. Schematic diagram of Earth's magnetic field, from Wikimedia Commons. Licensed for free use by Geek3, CC BY-SA 3.0, <https://creativecommons.org/licenses/by-sa/3.0>, via Wikimedia Commons.

world. It is an essential element of any backcountry traveler's kit.

EARTH'S MAGNETIC FIELD

Deep in Earth's core, thermal convection of molten iron and nickel generates electric currents. These currents make our planet a giant magnet, with magnetic field lines that connect the magnetic north and south poles, as Figure 2 illustrates. These magnetic poles differ from the geographic North and South Poles.

Three facts about Earth's geomagnetic field bear on the use of a magnetic compass. First, the compass needle does not point toward a geographic or magnetic pole. Instead, the needle aligns with the local magnetic field line. This fact explains magnetic declination and the utility of isogonic charts. Figure 3 shows an isogonic chart of North America from the year 2020. Roughly speaking, east of the Mississippi River, the magnetic declination is negative, meaning the compass needle points west of north. To the west,

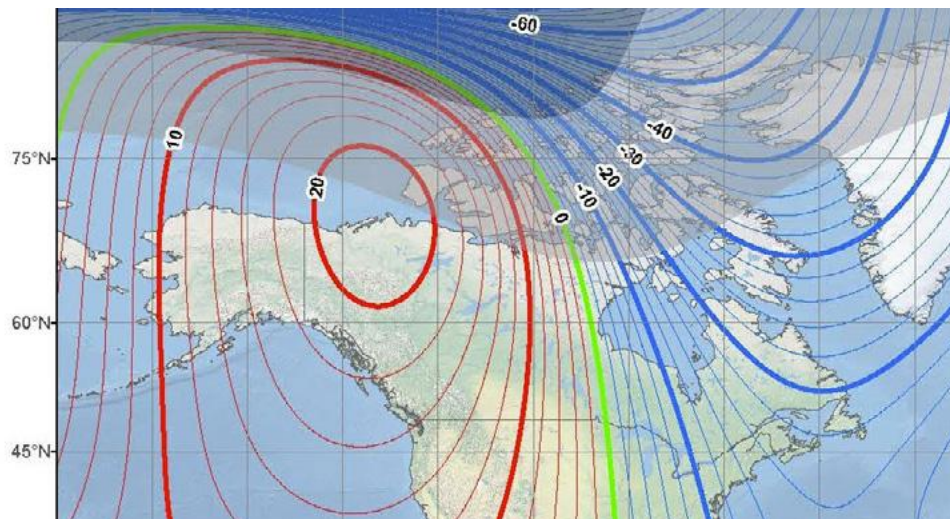


Figure 3. Isogonic map of North America, showing lines of equal magnetic declination in 2020, from National Centers for Environmental Information website, "Geomagnetism." Authorized for free use by National Centers for Environmental Information (National Oceanographic and Atmospheric Administration).

the magnetic declination is positive, so the needle points east of north.

Second, changes in Earth's deep convective currents cause the magnetic poles and field lines to migrate. As a result, the magnetic declination at any point on Earth's surface changes, in many cases as rapidly as a degree per decade. For example, the following table shows recent magnetic declinations at Medicine Bow Peak:

Year	Magnetic Declination
2000	+11.3 degrees
2010	+9.97 degrees
2020	+8.90 degrees

If you plan to navigate using a compass, it is wise to check the current magnetic declination in the area of interest at <https://www.ngdc.noaa.gov/geomag/>.

Third, as Figure 2 shows, Earth's magnetic field lines are not parallel to Earth's surface. They also have vertical components. The vertical component of any field line, called its magnetic inclination, is most prominent near the magnetic poles. In these regions, compass needles try to point vertically and give little information about horizontal direction. For this reason, magnetic compasses are not very useful for surface navigation near Earth's magnetic north and south poles.

ANATOMY OF A MODERN COMPASS

Modern magnetic compasses come in many shapes and sizes, depending on their intended uses. Among the most useful compasses for backcountry navigation is the baseplate compass, shown in Figure 4. The main parts of this design deserve a closer look.

MAGNETIC NEEDLE AND BEARING

The magnetic needle is the heart of the compass. The needle is a strip of steel alloy magnetized using an electromagnet. The needle has a north end, commonly painted red. It is critical to learn which end of your compass needle is the north end before using the compass in the field!

The needle balances on a jeweled bearing, which allows it to align with Earth's local magnetic field line. To give correct readings, the needle must not drag on its housing when you hold the compass horizontally. This constraint affects the design of compasses because of magnetic inclination. With most compasses, the needle is properly balanced and drag-free only in certain regions.

Some manufacturers make compasses whose needles are drag-free over most of Earth's surface, except near the magnetic north and south poles. These global needles are useful on international

expeditions, and they make accurate readings possible even when it is difficult to hold the compass in a perfectly horizontal plane.

HOUSING

The magnetic needle pivots in a sealed capsule, often filled with freeze-resistant liquid. The liquid damps the motion of the needle, causing the needle to settle down quickly to a stable direction.

The housing of the capsule usually has a protractor measured in one- or two-degree increments. Sometimes you use the compass solely as a protractor, ignoring the needle; for example, to determine bearings or directions of travel on a map. At other times, you use the compass needle and the protractor together; for example, to establish bearings or directions of travel on the ground.

The base of the capsule usually has an orienting arrow, which sometimes has the shape of a tall shed or stylized doghouse. When you align the north end of the needle with the orienting arrow, the compass is oriented. Some people call this process "boxing the needle" or "putting red in the shed." If you box the needle and the orienting arrow points to 0 degrees on the protractor, then the 0-degree mark points to magnetic north. On some compasses, it is possible to adjust the orienting arrow so that it points to the magnetic declination instead of 0 degrees. With this adjustable declination correction properly calibrated, when you box the needle, the 0-degree mark on the protractor aligns with true north. This feature can save a lot of tedious and error-prone arithmetic in the field.

BASEPLATE

The housing rotates on a transparent baseplate, which has a direction-of-travel arrow. As an example of how to use this feature, suppose you want to follow a bearing of 45 degrees (with respect to true north). Turn the housing so that the direction-of-travel arrow aligns with 45 degrees on the protractor, then rotate the entire compass until the needle aligns



with magnetic north. The direction-of-travel arrow now points the way.

Baseplates come in different shapes. The traditional rectangular baseplate is arguably the most versatile, providing several straight edges for map-and-pencil work in the field. Most baseplates have other markings, such as rulers and magnifying lenses, that help with routine navigational tasks. Many baseplates have graphics for measuring distances on maps at frequently used scales, such as 1:24,000 in the U.S.

On some compasses, the baseplate has a hinged sighting mirror. This feature is useful in high-precision field navigation since the mirror allows the user to box the needle (in reflection) while simultaneously sighting distant landmarks in the desired direction of travel.

Baseplate compasses typically come with several additional features, depending on the model. One feature that can be highly useful in mountain travel is an inclinometer. Swiveling on the post that holds the jeweled bearing, this arrow simply points toward Earth's center. Used in conjunction with the protractor and an edge of the baseplate, the inclinometer can show the angle of a slope and therefore help guide route selection in avalanche terrain.

TROUBLESHOOTING

Three problems can arise with baseplate compasses.

Bubbles

Often in cold weather or at high altitude, a gas bubble forms in the capsule. This problem is irritatingly common and hard to fix. When the bubble is less than 1 centimeter in diameter, it is usually possible to measure direction without having the bubble interfere with the needle. A larger bubble, which may indicate a leaky capsule, can make accurate readings more challenging. Crude attempts to get rid of the bubble can cause more harm than good.

Baseplate wear

This problem, also irritatingly common, results in baseplate graphics that wear off and become difficult or impossible to read. Of greatest concern is wear on the direction-of-travel arrow. The best way to prevent this problem is to carry the compass in a protective case.

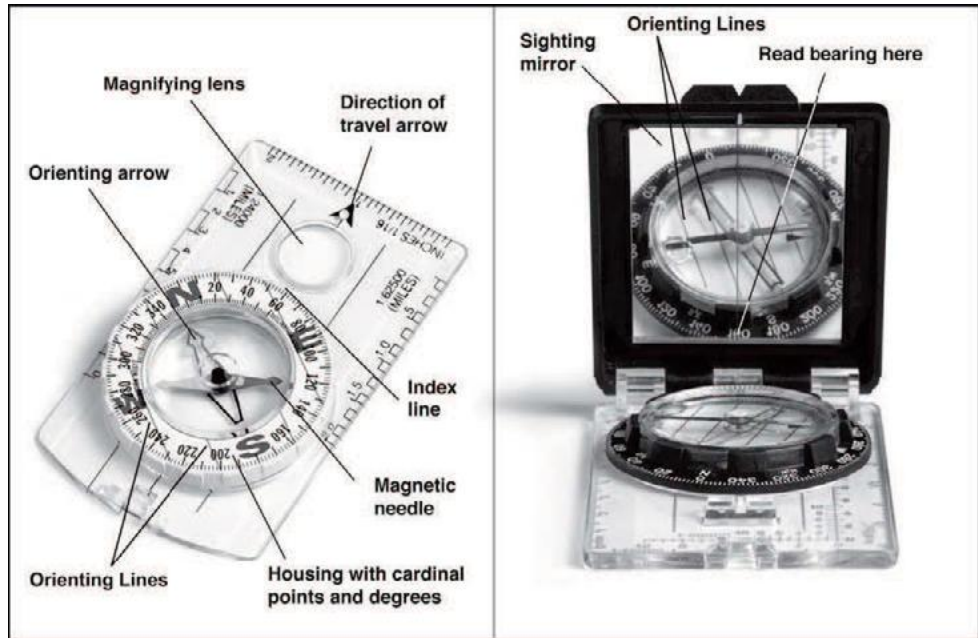


Figure 4. Anatomy of a baseplate compass, from National Wildfire Coordinating Group, *Basic Land Navigation*, 2016, page 83. From *Basic Land Navigation*, page 83, authorized for free use by the National Wildfire Coordinating Group, <https://www.nwccg.gov/sites/default/files/publications/pms475.pdf>.

Magnetic deflection

Because the compass needle is a magnet, it can give inaccurate readings in the presence of other magnetic fields or ferromagnetic metals, including iron, nickel, cobalt, and their alloys. In a few places, this magnetic deflection is attributable to iron deposits near Earth's surface. More commonly, the problem occurs near human-made objects containing ferromagnetic metals or electric currents, such as high-voltage power lines. One winter evening in a backcountry ski hut, my compass indicated that the sun was setting in the northeast! It turns out that part of the hut's siding was sheet metal recycled from mining ruins. The metal deflected the compass needle and led to a spectacularly inaccurate reading.

Despite these problems, the magnetic compass is an essential backcountry tool. Even navigators who prefer their smartphones and GPS units should carry a magnetic compass, which does not require batteries.

CONCLUSION

After descending 800 foggy vertical feet along the 286-degree leg of your route, you and your partner begin to drop below the clouds. By the time you reach the 11,000-foot contour line, you find yourselves standing in broad sunlight. Since you can now see the entire low-angle route along the 40-degree leg, you tuck your compass

into a shirt pocket. It's time to enjoy the easy walk back to camp and an afternoon of fly fishing. +

References

Eric Linxweiler and Mike Maude, ed., Chapter 5, "Navigation," in *Mountaineering: The Freedom of the Hills*, 9th ed. (Seattle: Mountaineers Books, 2017)

National Centers for Environmental Information, "Geomagnetism," (National Oceanographic and Atmospheric Administration) <https://www.ngdc.noaa.gov/geomag/>

National Wildfire Coordinating Group, *Basic Land Navigation*, PMS 475, NFES 002865, May 2016, <https://www.nwccg.gov/sites/default/files/publications/pms475.pdf>

Monica Spicker and Frank Rossi, "Navigation," posted on the National Ski Patrol members website, [https://www.nsp.org/Programs > MTR > Navigation](https://www.nsp.org/Programs%20MTR%20Navigation)

John Vardalas, "History lesson: the magnetic compass," *IEEE Spectrum*, (Nov. 8 2013), <https://spectrum.ieee.org/the-institute/ieee-history/history-lesson-the-ma>

Basic Pharmacology

PRESCRIPTION MEDICATIONS ON THE SLOPE

BY ALEXANDER WILKOCKI

The sixth edition of *Outdoor Emergency Care* emphasizes the importance of obtaining an accurate patient history. This paramount assessment occurs most frequently, although not always, through open-ended dialogue with a patient or bystander. To accomplish this task, patrollers are introduced to the acronym SAMPLE, which serves as an outline for six topics that should be used to engage, assess, and triage a patient quickly. One particular facet of SAMPLE that brings anxiety to non-clinical patrollers is medications.

Medications are extremely important to identify, as they can exacerbate or mask a patient's signs and symptoms. Consequently, an incomplete or omitted medication review can affect a patroller's primary and secondary assessment. As of 2019, the Food and Drug Administration has approved approximately 20,000 medications¹. An even more sobering statistic is that according to a 2015 poll by the U.S. Department of Health and Human Services and Centers for Disease Control, almost half of Americans take some sort of prescription medication². Whether we like it or not, patrollers will eventually cross paths with someone on a medication, and awareness can help patrollers complete the assessments accurately.

Although these statistics may appear overwhelming, it shouldn't deter a patroller from inquiring thoroughly about a patient's medication usage. Many medication names have similar suffixes, which makes identification easier for the frontline patroller. The following review is intended to help patrollers identify patterns in medication names and bring to light considerations when interacting with people on a slope.

ANTICOAGULANTS

Commonly referred to as "blood thinners," this class of medications acts through various mechanisms by preventing blood from clotting, hence the term. Patrollers should be extra vigilant when assessing

patients who are on any sort of anticoagulant because an unremarkable fall or bump may result in significant and sometimes life-threatening bleeding.

Additionally, patrollers can play a pivotal role in helping to identify individuals on anticoagulants. Bringing awareness of a patient's anticoagulation status to EMTs/paramedics can help them decide if a higher level of care may be warranted. For instance, in many prehospital systems a trauma activation will be called for a senior adult who has a fall if they are taking anticoagulants. Due to the high cost of the reversal agents, many small community hospitals and urgent care centers may not have the agents needed to treat an emergent bleed. Immediate recognition of a potentially life-threatening bleed can assist in sending the patient to the appropriate level of care.

Another method through which medications can be identified by patrollers is medical alert bracelets. These alert tags are gaining popularity, especially for individuals on anticoagulants. The bracelets exist in various forms and designs, but their message is the same: the wearer of this bracelet has a medication condition that may require immediate attention. Patrollers should be mindful of these alert bracelets and not overlook them as a piece of fashion. There have been reports of individuals tattooing medical alert-like bracelets or necklaces. These, too, shouldn't be overlooked and can provoke some dialogue if the patient is able to communicate.

In an effort to help the patroller identify

PATROLLER'S PEARL

If you come across a medical alert bracelet, be sure to relay that finding when passing the patient off to a higher level of care.



these anticoagulants (commonly referred to as DOACs or NOACs), the generic names have the ending "-aban." Examples include apixaban, rivaroxaban, and edoxaban. Another anticoagulant that works through a separate pathway but provides effective anticoagulation has the suffix "-arin." Warfarin, enoxaparin, and heparin fall into this classification.

ANTIHYPERTENSIVES

There are many types of medications that are classified as antihypertensive that are used to treat high blood pressure. Three common classes include angiotensin converting enzyme inhibitors (also known as ACE inhibitors), calcium channel blockers (CCBs), and beta blockers (BB). Generally, these medications are well tolerated when a patient is stabilized on a particular dose. However, on the chance that dose adjustments or titrations are occurring, side effects may be more pronounced.

ACE inhibitors can be identified by the suffix "-pril," such as Lisinopril. One known side effect is a dry, hacking cough. In these cases, patients are converted to another class of medications, as the cough becomes a nuisance. In the event a patient presents with an undetermined cause of dizziness or headache and states they are on an ACE inhibitor, CCB, or BB, a fair question to ask is, "Have there been any recent dosing adjustments to your medications?"

Beta blockers are used to treat high blood pressure by decreasing the frequency and strength at which the heart beats and have the suffix "-olol," such as metoprolol, otherwise known as Lopressor. They also act on the blood vessels by opening them up to increase blood flow. Beta blockers are known to cause hypoglycemia. As a result, individuals that are newly prescribed or have recently adjusted their beta blocker dose may exhibit hypoglycemic symptoms.

Calcium channel blockers are another class of antihypertensive medications that block



PURPOSE	BRAND NAME	GENERIC NAME	ASSESSMENT IMPACT FOR PATROLLER
Anticoagulant	Eliquis® various Plavix® Pradaxa® Lovenox® Xarelto® Coumadin®	Apixaban Aspirin Clopidogrel Dabigatran Enoxaparin Rivaroxaban Warfarin	• Patient is prone to bruising. • Take particular precaution with blunt force trauma, as injuries may be masked. • Monitor vitals for potential shock.
Hypertension	Vasotec® Zestril® Cardizem® Norvasc® Verelan®	Enalapril Lisinopril Diltiazem Amlodipine Verapamil	• Dose adjustments may lead to dizziness. • Dry persistent cough with ACE inhibitors, e.g. "-prils." • GI discomfort seen, specifically constipation. • Amlodipine is known to cause swelling. • CCBs may cause heart palpitations.
High Cholesterol	Lipitor® Crestor® Zocor®	Atorvastatin Rosuvastatin Simvastatin	• Dose adjustments may lead to muscle aches. • Constipation/diarrhea and GI discomfort are common side effects.
Antidiabetic	Humalog® Humulin R® Humulin N® Lantus® Glucophage® Glucotrol® Amaryl® Januvia® Metaglip®	Insulin Lispro Regular insulin NPH Glargine Metformin (oral) Glipizide (oral) Glimepiride (oral) Sitagliptin (oral) Metformin/Glipizide	• Insulin injections may cause weight gain. • May cause hypoglycemia. • Oral agents may cause GI discomfort.
Hypertension	Tenormin® Toprol® Lopressor®	Atenolol Metoprolol	• Dose adjustments may lead to dizziness. • May cause hypoglycemia.

PATROLLER'S PEARL

If a patient is taking an "-olol" be sure to let the EMT/paramedic/nurse/doctor know, as it may affect the potency of emergency medications like EpiPens and albuterol inhalers.

calcium channel receptors found in the blood vessels. Since calcium channel receptors are also found in the heart, it comes as no surprise that this class of medications can have cardiac side effects. Certain calcium channel blockers may also be used for their antiarrhythmic properties.

Many patrollers are familiar with EpiPens. These are automated injectors that use epinephrine to counter the body's response to anaphylaxis. Without getting into the pharmacology, epinephrine and

beta blockers work on the same biological pathways; however, they have two different effects. Epinephrine promotes an action, whereas beta blockers (e.g., atenolol, aka Tenormin) block that action. Another medication that can potentially interfere with someone on a beta blocker is albuterol, which works similarly to epinephrine in that it dilates the bronchioles, allowing airflow to the lungs. Certain beta blockers block the effects of albuterol and can render it ineffective. If a patient is taking a beta blocker, be sure to let the EMT/paramedic/nurse/doctor know, as it may affect the potency of emergency medications like epinephrine and albuterol inhalers.

HYPERCHOLESTEROLEMIA

The workhorse in prescription medications for individuals with high

cholesterol levels is a class of medications called statins. Statins work by blocking the formation of cholesterol, thus driving cholesterol levels down. The first statin was marketed in the late 1980s as awareness around atherosclerosis was being recognized. Currently, there are seven FDA-approved statins on the market. A hallmark side effect of statins is aches, particularly in the larger muscle groups such as the legs and shoulders. Individuals may present with an unexplainable muscle ache, and an inquiry regarding potential statin use should be investigated. Statins are also associated with gastrointestinal discomfort. Unexplained GI discomfort can be attributed to newly prescribed or dose-adjusted statin.

PATROLLER'S PEARL

Proper BSI must be used when handling a patient's insulin pump. In the event a patroller suspects a device malfunction, a patroller can remove an insulin pump.

ANTIDIABETICS

As you may recall, there are three types of diabetes: Type I, Type II, and gestational diabetes. Medication therapies are generally centered on supplementing the naturally occurring hormone insulin. Managing blood glucose levels requires patience and consistency. Finding the ideal regimen that minimizes hypo- and hyperglycemic events may take years. Abrupt diet changes (whether increased or decreased intake) may need to be matched with a corresponding increased or decreased insulin dose. This is partially why patrollers inquire about last oral intakes.

Subcutaneous insulin is a staple in the treatment of diabetes. Basically, insulin types are broken down into four categories based on their duration of action: rapid acting, short acting, intermediate-acting, and long-acting. The intermediate and longer-acting insulins were developed with convenience in mind to reduce the number of daily injections needed. Despite the convenience, a potential risk for erroneous self-administrations exists, particularly among those newly diagnosed.

Oral antidiabetic agents were developed as a novel and "syringe-free" way to treat diabetes. The side effect profiles of these agents generally mirror one another, but the most commonly seen is hypoglycemia. For some patients, therapy requires more than one medication, so drug manufacturers have begun providing combination medications so that it minimizes a patient's pill burden. Combination products will always have two types of



Type I diabetics need to inject insulin.
Photo by istock.com/rick lanier.

antidiabetic medication, none of which will be the same medication. There are several occasions in which a patient may not have discontinued their original prescription but started a new combination product, essentially double dosing themselves.

Another form of insulin administration that is less common is insulin pumps. These pumps are small, "beeper-like" devices that continuously deliver small amounts of insulin. Although the device does not have a needle, the flexible cannula through which the insulin passes into the abdomen should be handled with appropriate body substance isolation (BSI) technique. They are usually found on a waistline and can be easily mistaken for a phone or musical device. Some insulin pumps can infuse a preprogrammed bolus dose. Patrollers should never infuse insulin at the request of a patient. Patrollers may assist in preparing or making the device accessible but should never hit "bolus" or adjust any of the pump's infusion settings. The only exception is when a patroller suspects that the pump may be malfunctioning and contributing to the patient's hypoglycemia.

ANTIARRHYTHMICS

Medications in this category fall into four main classes: sodium channel blockers, beta blockers, potassium channel blockers, and calcium channel blockers. Beta blockers and calcium channel blockers can have dual purposes, so it wouldn't necessarily be accurate for a patroller to categorize a patient on a beta blocker as having hypertension. In fact, they may have one or more conditions in which beta blockers can be used therapeutically. Patrollers should inquire about their prescribed use.

Atrial fibrillation is a condition involving the heart in which the heart's atria do not contract synchronously with

the ventricles, leading to a pooling of blood in the heart. This pooling creates a medium in which clots can form and then travel throughout the body, causing blockage in the brain, lungs, or an extremity. According to the American Heart Association³, in 2016 approximately 2.7 million Americans were living with atrial fibrillation, and it is estimated that 15% of thromboembolic strokes are due to atrial fibrillation⁴. Patients with atrial fibrillation can be prescribed anticoagulants or antiarrhythmics, or both.

NITROGLYCERIN

Originally developed as an explosive, nitroglycerin (also known as "nitro") was modified and adopted as a vasodilator agent with a practical and therapeutic use in angina. Angina is a condition in which restricted blood flow in the coronary arteries doesn't meet the demand needed by the heart. It manifests as severe substernal chest pain. Nitroglycerin can be self-administered sublingually (under the tongue) in these exacerbations to alleviate the pain. Dosing is typically seen as one tablet administered every five minutes to a maximum of three doses.

Advanced life support should be activated in the event a nitroglycerin tablet is taken by the patient. Like an insulin pump, a patroller may be asked to assist a patient in retrieving the medication. However, the patroller should not be administering the nitroglycerin. Despite being an effective vasodilator, nitroglycerin use should be avoided in a patient who has taken an erectile dysfunction medication in the past 72 hours or has a systolic blood pressure of <100 mmHg.



Creative Commons by SA 3.0.
Photo by Intropin.

PATROLLER'S PEARL

Nitroglycerin is used to treat angina. When assisting a patient in retrieving a bottle, ensure that the patroller is wearing proper PPE. ALS providers will screen for an inferior MI with right ventricular involvement prior to administering nitroglycerin. Giving nitroglycerin to patients with this type of myocardial infarction can result in death.



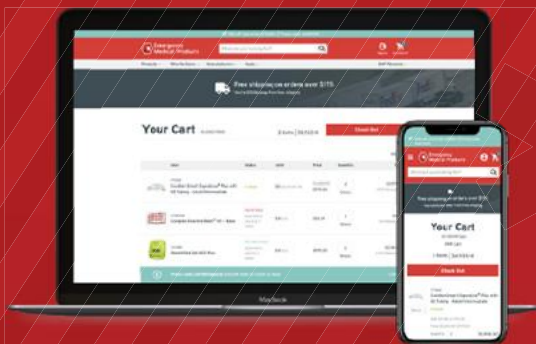
Checking BGL with a glucometer. Creative Commons by SA 3.0. Photo by David i98.

20% OFF YOUR ORDER



promo code: NSP

Medical supply ordering
just got easier on EMP's
brand new website!



CHECK IT OUT TODAY!

buyemp.com
800.558.6270

Some exclusions apply.

It is also contraindicated if a patient has already taken three doses, and there have been cases where a patient whose chest pain wasn't alleviated by nitroglycerin was assisted by a family member in taking too many doses, resulting in death. The last and possibly most important contraindication to nitroglycerin is an inferior myocardial infarction with right ventricular involvement. Advanced life support providers will rule out this type of myocardial infarction prior to administering nitroglycerin, as the resulting reduction in cardiac preload with nitroglycerin administration is associated with death.

PATROLLER'S STRATEGY

Despite a patroller's unfamiliarity with the thousands of FDA-approved medications, one tactic that can close the assessment knowledge gap is engaging the patient through open-ended questions. Many patients know the reason they are taking medications, so why not tap into that resource? To inquire effectively, patrollers should engage using open-ended questions that prompt a reply other than a "yes" or "no."

Closed-ended Question:	Open-ended Question:
Are you taking any medications?	What medications are you taking?
Are you taking aspirin?	Why are you taking aspirin?

This strategy is very effective in patients that are communicative and coherent; however, there are some circumstances in which the use of open-ended questions is not recommended. For example, open-ended questions should be used with discretion in a patient presenting with severe dyspnea, as well as a patient who presents with some injury to the head (e.g., questionable loss of consciousness) that may inhibit their ability to act as an accurate historian. Additionally, patients with disabilities may need to have questions asked multiple times or asked slowly. Lastly, open-ended questions should be avoided in geriatric patients with dementia or delirium, as open-ended questions may lead to confusion.

A second strategy in identifying a patient's medication regimen occurs during the secondary assessment. Patients who are taking high-risk medications such as the aforementioned anticoagulants may be

wearing medical alert tags. These alert tags are designed to draw attention to the fact that the wearer has an important medical condition.

The third and last strategy is a patroller's familiarization with common medications. Table 1 categorizes and outlines 13 of the most common medications by their therapeutic use, brand and generic names, and lists some hallmark side effects that may manifest themselves as chief complaints.

The slope is not a place for determining optimal dosing of someone's medication regimens. However, a patroller's thorough assessment, refined line of questioning, and fundamental knowledge about medications can help identify an otherwise overlooked condition or help in identifying an underlying condition that is being masked by a medication. With this fundamental knowledge, patrollers are provided another tool in their toolkit that can assist in providing the best emergency care. **+**

References

1. U.S. Food and Drug Administration, October 2019, "Fact Sheet: FDA at a Glance," <https://www.fda.gov/about-fda/fda-basics/fact-sheet-fda-glance#:~:text=FDA%20regulates%20about%2077%20percent,different%20medical%20device%20product%20categories,accessed 08/11/2020>
2. U.S. Department of Health and Human Services, May 2019, "Prescription Drug Use in the United States, 2015-2016," <https://www.cdc.gov/nchs/data/databriefs/db334-h.pdf>, accessed 08/13/2020
3. American Heart Association, July 2016, "What is Atrial Fibrillation," <https://www.heart.org/en/health-topics/atrial-fibrillation/what-is-atrial-fibrillation-afib-or-af>, accessed 10/19/20
4. Oxford Academic European Heart Journal Supplements, "Knots to untie: anticoagulant and antiarrhythmic therapy after ablation for atrial fibrillation," https://academic.oup.com/eurheartjsupp/article/22/Supplement_1/L136/5989632, accessed 12/4/20



Tech Developments for Off-Area Communications

GPS AND SATELLITE PHONE DEVICES MERGE COMPLEMENTARY TECHNOLOGIES

BY DICK WOOLF,
NSP NATIONAL TELECOMMUNICATIONS ADVISOR

Ski patrollers know the basic tenets of backcountry/side-country skiing or snowboarding: check the weather, always go with a buddy, let others know your itinerary and schedule, prepare for sudden weather changes, and carry basic emergency equipment.

However, many outdoor enthusiasts don't plan ahead, and when something bad happens, ski patrollers are often called in to perform a search and rescue (SAR). If the emergency occurs in an area where cellular coverage is not available, both calling for help and coordinating the response are problematic. Ski patrol radio systems may provide some level of communications, but off-area they are limited to direct unit-to-unit calling and would obviously be affected by terrain.

Recent product innovations have enabled manufacturers to offer a combination GPS mapping/tracking device and satellite-based communications in a small form factor and at a reasonable price. Although these products do not offer voice capability like a traditional (and expensive) satellite phone, they do provide affordable two-way text messaging and an SOS feature (similar to calling 911 from a cell phone). The text messaging feature permits the caller to describe the nature of the emergency and to receive instructions from the emergency response center. Text messaging also permits the user to contact someone (e.g., at home) either directly by text/SMS or via the appropriate app on their smartphone. All these products offer automated tracking which, if enabled, permits someone at home to see where the user is on a map. The frequency and features of the tracking option vary depending upon the service package selected. Any satellite-based device requires a satellite service subscription. Prices vary between providers and service level desired.

Some technologies, including the low-tier Globalstar Spot or the government-managed EPIRB (electronic position-indicating rescue beacon) and PLB (personal locator beacon), lack the ability to advise responders of the nature of the emergency. Signaling for help could mean either someone was critically injured or their car had a flat tire! Similarly, the earlier products could not provide highly accurate location information unless the signal from the device was captured by three different orbiting satellites.

Even with the latest technology, when patrollers are involved in a group search, communications between group members are not easily achieved unless third-party software is used by a dispatcher or rescue leader. Also, each searcher cannot see the location of the other searchers. This is because these products were designed for individual use, as opposed to operating in



Image illustrates how a constellation of communications satellites provides global coverage. Image c/o Iridium.

a group SAR environment. Further, each device must have an active satellite communications service subscription. Given these limitations and their associated costs, only the largest resorts have provided their ski patrols with group search technology.

Popular satellite technologies vary in capabilities. Globalstar Spot has deployed many satellite devices, but most are limited to one-way communication and SOS. Garmin inReach has a variety of affordable two-way satellite text communicators, some including advanced GPS navigation and all leveraging the Iridium satellite network with a brand-new, \$5 billion satellite deployment with full global coverage and over 5,000 SOS events on record. A new company, EVERYWHERE Communications, focuses on team tracking and communications for government and SAR teams that require the sharing of location and communications information across satellite and cellular networks for situational awareness. EVERYWHERE's software is already listed in the FirstNet EMS app catalog.

The SAR market is tiny compared with the overall outdoor enthusiast (GPS device) business potential, but devices and apps with SAR capabilities are becoming more widely available.

Questions and comments on this topic may be directed to telecom@nspserver.org. +



IMPOSTOR SYNDROME

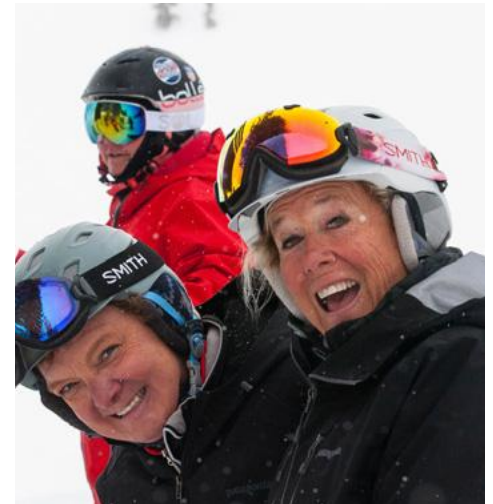
and the Mogul Field of the Mind



Women's leadership toboggan clinic. Photo by Candace Horgan.

EMBRACING UNCOMFORTABLE
FOR PERSONAL GROWTH

BY KRIS LIEBAU, CENTRAL DIVISION
WOMEN'S PROGRAM ASSISTANT SUPERVISOR



Linda Barthel (L) and Jane Williams (R). Kerstin Hammarberg in background. Photo by Candace Horgan.



Toboggan running at the Women's Summit. Photo by Candace Horgan.

Do you feel like you are where you are today due to luck? Do you feel that if you have achieved something that anyone could have done it? Do you find yourself withdrawing from speaking up, speaking out, or taking action because you don't feel you have enough credibility, despite being qualified? Do you have a hard time accepting a compliment?

If you are sitting there nodding your head asking me how I know the innermost parts of your soul, you are in good company. I experienced this same feeling just last year when I discovered that what I had felt my whole life has a name — impostor syndrome — and I was not alone. Impostor syndrome (or impostor phenomenon), in short, is the inability to internalize success. Not all people can relate to this, but studies show that 70% of people experience impostor syndrome to some degree (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6579590/>).

Impostor phenomenon was first studied by Pauline Clance and Suzanne Imes in 1978, in a population of business executives, using the Clance Impostor Phenomenon scale. Researchers have identified three factors that define the impostor phenomenon: (1) believing that one has fooled others into overestimating one's own abilities; (2) attributing personal success to factors other than one's ability or intelligence, such as luck, extra work, charisma, or an evaluator's misjudgment; and (3) fearing exposure as an impostor.

Everyone experiences uncomfortable situations throughout their lives. What can stand in the way of taking the first steps toward a goal or being a leader is how you choose to respond to uncomfortable moments when the opportunity for growth is present. In the NSP, the focus of the organization is to provide training for skills on the slopes and in the aid room, but there is less opportunity to address the mental aspects that may hold us back from achieving a goal and building leadership skills that are vital to the continued success of our patrols from the local to national level.

I hope that sharing some of my patrol experiences may serve others as they work toward



Women's clinic at Powderfall. Photo by Candace Horgan.



Women patrollers at Winter Park. Photo by Scott Brockmeier.

their goals and offer potential insight into how they may be unknowingly holding themselves back or making change more painful than it needs to be. Suffering = Pain x Resistance. More resistance or avoidance of uncomfortable feelings makes it harder or impossible to grow. Accepting uncomfortable feelings as being normal allows for the change mindset (<https://www.psychologytoday.com/us/blog/making-change/201310/accept-your-pain-it-will-hurt-less>). The mental aspect of growth can be more challenging because we may have less control of when and how those opportunities present themselves.

As a senior alpine patroller, I was at a Central Division women's clinic about five years into my ski patrol career. I attended the event to experience the Women's Program with an opportunity to ski more challenging terrain and no specific intent, but I left with a goal — toboggan instructor. Up to this point, being a toboggan instructor had never crossed my mind, but someone "tapped" me. The "tap" is planting a seed with someone that they have the capability and/or potential to take something to the next level, be it Senior, instructing, or a leadership role. There were moments of, "Who me? I'm not so sure about that." What was even more powerful about this tap is that it was delivered by a woman facilitating the toboggan instruction who was a role model. With inspiration from the women around me, it was more natural to envision myself in this role, and it came more easily. Women-specific events are powerful in providing a host of female role models, not only by watching them in action but also learning their stories and what their journey to their

achievements looks like. I have also come to learn that the tap is a strategic part of the Women's Program to help foster and develop female leaders.

A few years later, with the endorsement of that toboggan instructor, I was now on the slopes supporting toboggan training at my local patrol. I use the term supporting because I was reserved on the slopes and hesitant to chime in unless asked when I was part of the larger group. Who was I to add to what those instructors said, the ones that had taught me everything I knew about handling a toboggan and most everything I knew about skiing?

That discomfort in speaking up was an aspect of impostor syndrome, of thinking, "If I speak up and say something wrong, they'll think I'm not worthy of being an instructor." The other part was not being comfortable just throwing out what I had to say, whether I was invited or not. I was acting more like a girl in a classroom with my hand raised (only it wasn't) waiting to be called on. For those that know me, I'm not exactly an introvert; speaking in front of a crowd is not an issue but finding the moment to speak can be. Sometimes, that perfect moment never happens.

In her book, *Nice Girls Still Don't Get the Corner Office*, Dr. Lois Frankel confronts societal conditioning, offering that "Nice is necessary for success, but it's simply not sufficient." She advocates that in order to achieve adult goals you cannot over-rely on being nice to the exclusion of developing complementary behaviors, and it is okay to "give yourself permission to move from nice girl to adult woman." I needed to find my adult voice. I needed to not

only handle a toboggan like the women at that clinic, I needed to embrace the role with their confidence and an enthusiasm that was hiding inside me.

We all have all been an NSP candidate and perhaps even an evaluator. In my experiences on both sides of the clipboard, on- and off-hill, I can speak first-hand to the pitfalls of paralysis by analysis. This is when we think so hard we render ourselves unable to take action. I experienced it two years ago kneeling in the snow during my second season as a candidate in the Central Division Certified Program. I was staring at three patients lying in the snow unable to decide which patient was my priority. My two assisting patrollers and a horde of evaluators stood by at my lead OEC scenario awaiting my direction. I could not bring myself to commit to a plan. I had all the tools and training, but I simply froze, second-guessing every option. I was paralyzed by doubt. With every passing second in delaying a decision, doubt crept in not only into this immediate decision but my decision to enter the Certified Program. Even though I had passed every other module to this point, the rumination of negative thoughts gained momentum, and I basically gave up. The lesson here is to trust your gut and make the decision. If new information becomes available on the scene (or at work/life), course correct and adapt. A note about confidence and impostor syndrome: though not mutually exclusive, confidence is more about working to do something you have never done before, whereas impostor syndrome is achieving that goal, "arriving," and still not feeling legitimate.



Another element of impostor syndrome I experience is perfectionism. “Many people who experience Impostor Syndrome are perfectionists. They set themselves unreasonably high goals, and then feel shame or disappointment when they fail. Perfectionists are never satisfied with their achievements, preferring to focus on their mistakes and failures.” (<https://www.mindtools.com/pages/article/overcoming-impostor-syndrome.htm>)

Katty Kay and Claire Shipman, in their book *The Confidence Code*, provide confidence-boosting habits such as failing fast, taking action even when in doubt, and rewiring the brain to break the negative feedback loop of negative ruminating thoughts. This is exactly where next season's OEC training regimen took me. My army of supporters drilled me over and over again to learn and build the muscle memory of where to draw the line and take action.

Inaction takes other forms too, such as staring at that mogul field on the lift on the way up getting pumped and then standing at the top staring down not able to initiate motion down the hill. For me, getting started and getting through the first three bumps to establish that rhythm is the hardest part. I find that this analogy plays to many other facets of life.

Have you ever taken a run and your buddies high-fived you at the bottom, but you thought of that second left turn where you are sure your feet were too close together? It may not get in the way of reaching our goals, but it does get in the way of fun. I have smiley faces on my ski poles to remind me of that when I most need it. Sometimes our inner thoughts are the “super-secret enemy” in not only limiting growth, but happiness (Salzberg and Thurman, *Love Your Enemies: How to Break the Anger Habit & Be A Whole Lot Happier*). Those little smiles crafted by Sharpies remind me to smile, that I am not my thoughts, and thoughts do not always reflect reality.

I have also seen how these uncomfortable feelings have manifested themselves in other aspects of my personal and professional life. The profound parallels that I could draw between these events was enough that I questioned whether I would ever overcome my paralysis by analysis to achieve my goals inside or outside the patrol. As an Outdoor Emergency Care and Outdoor Emergency Transportation instructor, I also very often see these same moments in the women, and men, that I

teach and mentor.

One of the things I love about the ski patrol is the camaraderie and support. Everyone wants to see people achieve their goal. The trainers at your local patrol, the ones that travel for ski and toboggan workshops, they all are there to help you on your journey. Why is it that at the end of a women's clinic I have so much positive energy and excitement in contrast to another on-hill workshop? Both have similar terrain opportunities and highly qualified instructors. What could it be? The difference is that I am more, well, me.

I will be the first to admit that if you'd asked me when I was 20 if I would have attended a women's event or felt there was a need for one, I would have said no. I can tell you almost 20 years later that a casual “no” has turned into a fierce and confident YES!

In high school, I played hockey on the men's varsity team. I studied engineering at a school known for its high male-to-female student ratio (>10:1). In the workplace, my boss said, “You are an island of estrogen in a sea of testosterone,” as we walked away from a meeting in which I was the only woman in a staff meeting of 30. I have experienced my share of male-dominated arenas. Because that is what I am used to, it took a long time to realize the impact of not having better access to strong female role models. I attribute not being more phased by being the odd woman out to my parent's encouragement. My dad cultivated my desire to build things as we used every power tool in the garage and helped me work on my car. My mom didn't blink an eye when it came to fixing things and working on the house, as well as being a patroller herself. However, when I got out on my own, I did not always see other women out there.

I am incredibly fortunate to have found this sisterhood and network of strong women and find great reward in being able to do the same for the next generation of female leaders. My self-work is not done. I work through those uncomfortable feelings every day, and I work to grow. Glennon Doyle writes in her book, *Untamed*, “Suffering is what happens when we avoid pain and consequently miss our becoming. ... So my goal is to stop abandoning myself — and stay. To trust that I am strong enough to handle the pain that is necessary to the process of becoming.”

Which brings me to uncomfortable feeling #12,390: here I am writing this article about some of my failures and weaknesses.

However, I know that someone will read this and have a lightbulb come on or not feel like they are alone, just as I have done from reading books and talking to other women about their journeys past and present.

Take this season as an opportunity for a mental tune-up and self-reflection of what is holding you back from setting the next goal or making a big decision. Talk to women in leadership at your patrol, region, or division, or at your workplace. Find a friend with a common goal to join you on your journey to talk about these concepts. Find a trusted mentor. Journal. Look for podcasts (try Brené Brown's “Unlocking Us” and “Dare to Lead”). There are a multitude of good resources on the internet to read up on impostor syndrome. Don't forget TED talks! +

References

Valerie Young, *The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It* (New York: Crown Business, 2011)

Katty Kay and Claire Shipman, *The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know* (New York: Harper Business, 2014)

Lois P. Frankel Ph.D., *Nice Girls Still Don't Get the Corner Office: Unconscious Mistakes Women Make that Sabotage Their Careers* (New York: Business Plus, 2014)

Amy Cuddy “Your Body Language May Shape Who You Are” (https://www.ted.com/talks/amy_cuddy_your_body_language_may_shape_who_you_are?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

Brené Brown, “The Power of Vulnerability” (https://www.ted.com/talks/brene_brown_the_power_of_vulnerability?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

Sharon Salzberg and Robert A.F. Thurman, *Love Your Enemies: How to Break the Anger Habit & Be a Whole Lot Happier* (Carlsbad, California: Hay House, 2013)

Glennon Doyle, *Untamed* (New York: The Dial Press, 2020)

Sheldon Hansel



Sheldon Hansel

Sheldon G. Hansel died Oct. 20, 2020, on the farm in West Winfield, New York, where he spent his entire 86 years. Born April 19, 1934, the second of five children to Grant and Eunice Hansel,

Sheldon had an active outdoor life. Mother Eunice snowshoed, and there are pictures of the Hansel children on wooden skis and toboggans. Sheldon enjoyed living on the edge and took up football, basketball, baseball, boxing, hockey, hang-gliding, and skiing.

When the barn burned and father Grant died during Sheldon's first year of college, Sheldon returned home to the dairy farm to stay. Sheldon's motto was "work hard, play hard." On the work side, he was a farmer at heart. He milked 100 cows morning and night, cleared land for crops, spent late nights repairing and redesigning machinery, and designed and built barns, silos, manure pits, and garages. He logged his own woods and served proudly in the Navy Reserve. The family owned and managed 12 apartments to support his farming occupation.

On the "play hard" side, his patience, good nature, and persistence earned him lifelong friends in his many activities. Soon he found himself in a fun-loving, adventuresome band of brothers in the Cooperstown, New York, area. Sheldon joined the National Ski Patrol in the winter of 1959-60 and spent many happy hours riding the rope tow and T-bar at Mt. Otsego, one of the first ski areas in New York. The patrol made a comical training video in 1968 and enjoyed ski trips throughout the Northeast, eventually reaching the Alps and the Rockies. After an epic Mad River Glen ski, Sheldon and brothers Grant and Kent bought a Vermont ski house, which was a drafty old farmhouse requiring much repair that became the base of many family adventures.

Having never met a farmer who took ski trips to Europe, Hope McCulloch of Whitney Point, New York, was smitten and married Sheldon on Dec. 26, 1971. The couple wed under a column of crossed ski poles and went on to have three skiing children. Hope quickly became a mother duck with ducklings Christy, Grant, and Shelley snowplowing behind as Sheldon was patrolling.

Mt. Otsego closed in 1982, and the patrolers transferred to Deer Run/Scotch Valley in Stanford, New York. Here, Sheldon encouraged his children to join the race team and eventually acted as coach at their high school, where the Hansels were the entire ski team.

Years of hard work and play took their toll and in 1995, after 36 years, Sheldon hung up his patrol coat and belt, just as his children began their Outdoor Emergency Care training. All three children went on to marry snow sports enthusiasts and to teach their children to ski.

Sheldon loved life and was proud to see all three of his children pursue ski racing, instruction, and patrolling, and to see his grandchildren get started in snow sports. He experienced the evolution of NSP first aid from a single-page brochure to a full OEC manual. His love of skiing also encouraged many other extended family members and friends to ski. Sheldon will be smiling his way down the blue ice of Stein's Run this winter. May your edges be sharp and the snow deep.

Christy Hansel Lohof, daughter
Antelope Butte Ski Patrol, Wyoming

Richard Knight

Schuss Mountain Ski Patrol lost a gem of a patroller when Richard Dean Knight, age 72, died Nov. 23, 2019, at his home surrounded by his loving family. He was born Dec. 3, 1946, in Toledo, Ohio, and graduated from Whiteford High School. Dick worked for more than 37 years as an electrician at Chrysler, retiring in 2004. Always selfless and interested in serving the needs of others, he volunteered with the National Ski Patrol for a total of 41 years.



Richard Knight

In 1979, Dick and his wife, Colleen, joined the Mount Manselona Ski Patrol after they heard the distressed cry of a young skier while riding a ski lift. In 1984, he became the patrol director. For many years, he and Colleen were members of the Mount Manselona Ski Patrol. In 1986, they joined the Schuss Mountain Ski Patrol.

Dick was a Ski and Toboggan instructor, American Red Cross First Aid and then Outdoor Emergency Care instructor,

and evaluated at the patrol, section, and region levels in both disciplines. He taught at Northern Michigan Region OEC refreshers, the NMR Summer Program, and evaluated at NMR Senior OEC evaluations. Dick also served as Northern Michigan Region youth advisor for many years.

In 1989, Dick was voted the outstanding patroller at Schuss Mountain by his peers. He was one of the first on scene when a person hit a tree, and he earned a Purple Merit Star for saving that guest's life. Dick also was a Senior alpine patroller and was awarded a National Appointment.

Daring by nature, he enjoyed skiing, snowboarding, scuba diving, riding his motorcycle, and had his pilot's license. Dick was a member of the Toledo chapter of Harley Davidson 1524, the Harley Owners Group (HOG), and enjoyed the theater. He also liked to travel, especially to Cancun, Mexico, and taking random adventures around the country with his wife. Dick was appreciated for his strong-willed, candid approach and as a prankster. He will be most remembered as a devoted, loving husband, father, grandfather, and son. Family always came first in his life.

Virginia Rodeman
Schuss Mountain Ski Patrol, Michigan

Victor Oburg

Victor "Vic" Criswell Oburg, age 86, of Kinnelon, New Jersey, passed peacefully at home on July 9, 2020. Vic was born on Dec. 15, 1933, in Pittsburgh, and



Vic Oburg

was active in the Boy Scouts, achieving the rank of Eagle Scout in 1950. He attended Carnegie Tech, now Carnegie Mellon University, graduating in 1956 with a degree in mechanical engineering. While at Carnegie Tech, he played bagpipes for the marching band, which he picked up again later in life to play on sailing trips and for his son's wedding. He was also a member of Pi Kappa Alpha and Pi Tau Sigma. He received a Master of Science from Stevens Institute of Technology in 1961.

Vic also served in the U.S. Army and was stationed at the Pentagon for much of his service. He would recount that he was a lieutenant and had to salute just about everyone because almost everyone's rank at the Pentagon was higher than his.

As a young man, Vic worked summers for the Koppers Company in Pittsburgh, a manufacturer of coke ovens for the coal industry. After college, he worked for Reaction Motors in proposal engineering. He later worked for the Hoke Company in quality assurance and for the Leslie Valve Corporation as a quality assurance manager before retiring from the Howmedica division of Pfizer.

Vic was an avid skier for many years and served on the ski patrol at Mad River Glen in Waitsfield, Vermont, for 33 years. In the late '60s, Vic and friends built an A-frame house and later purchased two other rental houses, all to have a place to stay closer to the slopes.

In 1975, the family moved to the Fayson Lakes Community of Kinnelon, where Vic became an active member for over 40 years. He served in many roles in Fayson Lakes, including association president and commodore of the yacht club for many years. He was also instrumental in heading up the lake dredging project from 1982-93 that helped clean debris out of all three lakes, as well as provide funds to the association. When the work was completed and the lake was still drained, he placed a statue of a woman at the bottom of West Lake. She stands in about 42 feet of water and is known as the "lady of the lake."

He had mutual friends with Kathy Keesler-Barr and heard through the grapevine that she too was divorced. They met again at a Pines Lake home for a brunch meeting of the Ramapo Mountain Ski Club. They began dating and fell in love. Vic and Kathy married on Sept. 24, 1993, aboard a paddle wheel boat on the Hudson River. Vic and Kathy enjoyed being outdoors and for many years enjoyed Sunfish sailing in area regattas.

His hobbies included skiing, sailing, tennis, playing and teaching bridge, as well as being a master at fixing things! He was also an American Heart Association certified CPR instructor for many years. He traveled the world, with one of his favorite trips being to Antarctica in 2004, where he dressed as a penguin to get closer to the native birds. In 2012, he and Kathy took a trip around the world with National Geographic, and he said that was his

second favorite trip.

Vic and Kathy were members of the Montclair Ski Club for about 20 years. They used the club's lodge at Mad River Glen often when Vic was doing his patrol stints. Over the years, they participated in many of the social activities and enjoyed being members. Vic also organized a ski trip to Big Sky Resort in Montana for members.

Vic is survived by his wife, Katharine Oburg; his sister, Mary Louise Oburg Lavender (Richard), of San Antonio, Texas; his three children from his first marriage, Kris Dell, of Stanley, North Carolina; Lynn Oburg, of Winters, California; and Marc Oburg (Cherie), of Moore, South Carolina; and grandchildren Katrina Dell, Collin Oburg, and Katelyn Oburg.

Kris Dell

Swain Ski Patrol Alumnus, New York

William Pfaffenbach

William (Bill) Pfaffenbach Jr., a 50-year resident of Clifton Park, New York, passed away on Oct. 16, 2020, at age 80. Born June 26, 1940, he was the son of the late William Pfaffenbach Sr. and



Bill Pfaffenbach

Julia Pfaffenbach. He was predeceased by his wife, Connie Pfaffenbach; brother, Richard Pfaffenbach; and his daughter-in-law, Kelly Pfaffenbach. He is survived by his daughter, Debbie Gardiner; his sons, Kurt and Karl; and his daughter-in-law, Penny Pfaffenbach. He is also survived by his grandchildren, Megan, Robert, Brian, Lauren, Julia, and Michael; brothers, George Pfaffenbach and Tom Pfaffenbach; and several nieces and nephews.

As an alumnus of Union College, Bill was an engineer at Knolls Atomic Power Laboratory (KAPL) in Niskayuna, New York, for over 35 years. His passions in life were skiing, hunting, fishing, and relentlessly working on projects around home and the family camp on Great Sacandaga Lake. Bill was all about family and helping others. His community service included membership in the Clifton Park Elks Lodge #2466 and a role as a long-time board member for the Clifton

Park & Halfmoon Emergency Corps.

Bill volunteered for the National Ski Patrol for 48 years, patrolling at Willard Mountain starting in January 1972 and Whiteface Mountain in 1980, where he was a member of the 1980 Olympic Ski Patrol in Lake Placid. Bill was one of the original Winter Emergency Care (WEC) instructors when NSP began its own first aid training in 1988. His passion was teaching. He served as a WEC/OEC instructor for the Eastern New York Region for 32 years. As an Outdoor Emergency Care instructor, Bill mentored and taught thousands of patrollers. Bill's National Appointment Number was 5875, and he was an active member of the awards board for both the NSP and the Eastern New York Region. Bill was an active patroller up to the day he passed; he got his days in at Whiteface for the 2019-20 season and was already preparing for the 2020-21 season.

As a patroller, Bill was always there to help. His presence on the slopes and in the OEC classroom was directly responsible for ensuring the current and next generation of patrollers are ready to help others both on and off the slopes. The patrollers of Whiteface and the Eastern New York Region wish Bill Godspeed on his final sweep; we will miss you, but your legacy carries on.

Joe Rine

Whiteface Ski Patrol, New York

Nelson Putnam

On May 26, 2020, Nelson "Put" Putnam (National Appointment Number 4573) died peacefully at his home in Fayston, Vermont, with Lucia "Lu" Putnam (National Appointment Number 4593), his wife of 64 years, at his side.

Put was born in Rochester, Vermont, on April 12, 1931, to Edith Milner Putnam and Lewis Adrian Putnam. He completed high school at Phillips Academy Andover in 1950 and then earned his bachelor's from Dartmouth College in 1954. Following two years of service in the Army in the Signal Corp. (Fort Benning, Georgia, and Fort Lewis, Washington) Put



Nelson and Lucia Putnam

returned to Dartmouth to complete his master's in 1956. Put worked for many years as a corporate business executive, primarily at Crouse-Hinds Company and General Electric Company in New York and Burlington, Vermont.

Put, a superb skier, always enjoyed the outdoors. He met Lu while skiing at Stowe, Vermont, and shared his passion for skiing with his whole family. During college breaks, he worked outdoors on the Mount Washington Cog Railway. He started ski patrolling at Labrador Mountain in New York in 1969.

He and the family resided in Manlius, New York, from 1966 until they relocated to Fayston in 1980. He had joined the Mad River Glen Ski Patrol in 1970 and patrolled both at Labrador and Mad River until they moved to Fayston. They moved so that his children could participate in the ski racing programs and to be closer to Mad River Glen. He was awarded his 50-year pin in 2018 while still active on the Mad River Glen Ski Patrol.

Both he and Lu were awarded their National Appointments in March 1975. Put was one of the most active members and a Ski and Toboggan instructor for the patrol.

Put loved to boat, water ski, sail, play fetch with his dogs, cheer on the Boston Red Sox, and work with wood. He and Lu spent summers on Lake Champlain and Twin Lakes in Salisbury, Connecticut. They sailed extensively along the East Coast, South Pacific, Mediterranean, and Lake Champlain. They traveled worldwide, skied the West, and heli-skied in British Columbia and New Zealand.

Put was the victim in the only known avalanche burial at Mad River. He was skiing in the woods and skied into a steep ravine and was covered by the snow that slid down on top of him. He was extricated by another patroller (who was his skiing partner) and two instructors.

Put is survived by his wife, Lu; daughter, Elizabeth Flint; daughter, Robin Ahmann; son, Stephen Roraback Putnam; daughter, Alison Putnam; son, Scott Nelson Putnam; 13 grandchildren, and several nieces, nephews, cousins, and grandchildren's spouses.

Geordie Hall
Mad River Glen Ski Patrol, Vermont

Janie San Romani

Janie San Romani, the Pacific Northwest Division's Outdoor Emergency Care supervisor, passed away suddenly on Aug. 23, 2020, one month after being diagnosed

with lung cancer at the age of 73. This 2021 ski season would have been her 25th year of service to NSP.

In 1996, Janie joined the Santiam Pass Ski Patrol, worked hard to become an alpine Senior, and encouraged others to take the training. She received National Appointment Number 9894 in 2003. She was an OEC instructor for 20 years. She has been a leader on our patrol's executive board as the OEC Committee chair, then as our hill chief chair for 20 years. Janie served as our patrol director from 2002-06.

The Oregon Region was guided by her as their OEC administrator for three years, 2006-09, before she took on the Pacific Northwest Division position of OEC supervisor for the next 10 years. She made a huge impact on many of the patrollers in the PNWD. During her time as division OEC supervisor, she was a member of the NSP National OEC Committee.

She received numerous awards in recognition of her leadership and dedication. At the local patrol level, she was outstanding new patroller in 1997 and outstanding patroller in 1999 and 2006. Janie was awarded Outstanding Patrol Director in 2006 by both the Oregon Region and the Pacific Northwest Division, while 2014 saw her receive the Pacific Northwest Division Outstanding Administrator Award and in 2019 the Pacific Northwest Division Director's Distinguished Service Award.

At the national level, Janie was awarded a Yellow Merit Star in 2008 and the Meritorious Service Award in 2013. Her service to the National Ski Patrol left an unparalleled legacy of hard work and dedication, and she leaves behind legions of friends who will dearly miss her sharp wit, positive attitude, and magnetic personality.

Janie spent most of her adult life in the mountains, where she could often find sunshine and always felt at peace. She was



Janie San Romani

an avid skier her entire life and passed her love of the sport on to her children. Devoting her weekends to her kids' skiing led Janie to begin what would be decades of volunteer work. She began serving as chief of course for the Emerald Ski League when her kids were in high school and continued to serve the league in that capacity long after her kids graduated and moved on.

Janie was also an open water scuba instructor, and through Eugene Skin Divers Supply she taught hundreds of people to dive with her signature patience and calm demeanor. She loved exploring oceans around the world with her friends and equally loved diving locally with the ESDS family. Whether in the water, on the snow, or in the air — yes, Janie also had a private pilot's license and was a sky diver — she continued to teach and share her joy of whatever she was doing.

An alumnus of the University of Oregon and Oregon Health & Science University, Janie worked as a dental hygienist for more than 30 years and was loved by her patients. Following retirement, she spent her mornings swimming at River Road Park with her close group of "swim buddies" and found great comfort in the water and sisterhood there. She also loved walks along the river and hiking Mount Pisgah with her dog, Rex. In the evenings, you could find Janie in her backyard surrounded by her beautiful plants and flowers, enjoying a glass of wine with friends and family. As one of her best friends said, "If you were with Janie, you were destined for many, many good-hearted laughs."

Janie was the most devoted and beloved mom and friend to all whose lives she touched. She is survived by her husband, Archie (also a ski patroller); her daughters, Tami and Raegan; sons, Kory and Sean; eight grandchildren; two great grandchildren; brother, Jack; nephew, Kirk; and niece, Dana.

She will be (and is) so intensely missed by her family, her ski patrol family, and the many friends she leaves behind.

Annie Greenwood
Shelley Urben
Santiam Pass Ski Patrol, Oregon

2010-PRESENT

Note: All magazines dating to 1985 available for download at: https://www.nsp.org/NSPMember/Media/Ski_Patrol_Magazine_back_issues.aspx

75th Anniversary

A Celebration to Remember	Pg. 48	Fall 12
"Adventures in Skiing" excerpt	Pg. 50	Winter 13
Anniversary toboggan	Pg. 48	Winter 13
Beyond Diamonds	Pg. 62	Summer 12
Early patrolling	Pg. 62	Winter 13
Happy 75 years	Pg. 44	Winter 13
Remembering Minnie Dole	Pg. 59	Winter 13
"Samaritans of the Snow" excerpt	Pg. 54	Winter 13
Stowe celebration	Pg. 69	Winter 13
Stunning 75th	Pg. 42	Summer 13
Whittaker twins	Pg. 65	Winter 13

80th Anniversary

Extraordinary 80th	Pg. 54	Summer 18
Photos 1 of 3	Pg. 37	Winter 18
Photos 2 of 3	Pg. 57	Summer 18
Photos 3 of 3	Pg. 78	Fall 18
Pronounced "WEC"	Pg. 36	Winter 18
USSA Hall enshrinement	Pg. 33	Winter 18

Administrative

Annual report	Pg. 57	Winter 20
Bill Finley	Pg. 35	Summer 16
Board candidates	Pg. 46	Fall 11
Board meeting	Pg. 28	Fall 11
Board meeting	Pg. 35	Fall 12
Everyday Heroes campaign	Pg. 30	Winter 13
Financial update 2009-2010	Pg. 28	Winter 11
Financial update 2010-2011	Pg. 26	Winter 12
Fiscal Year 18 annual report	Pg. 32	Winter 19
Leadership changes	Pg. 56	Winter 07
Member dues update	Pg. 88	Fall 19
New election process	Pg. 34	Winter 06
Scott Marland	Pg. 28	Winter 12
Staff changes	Pg. 28	Winter 15
Tax considerations	Pg. 33	Winter 19

Alumni

Active alumni	Pg. 79	Winter 20
All in for alumni	Pg. 76	Summer 19
Alumni Program growing	Pg. 70	Winter 19
Alumni ties	Pg. 68	Summer 20
College bound	Pg. 53	Winter 14
Eastern alumni gathering	Pg. 20	Spring 14
Forty years and counting	Pg. 72	Winter 18
New Milestone	Pg. 87	Fall 20
Using retired patrollers	Pg. 92	Winter 20
Value of alumni	Pg. 82	Fall 18

Avalanche and Mountaineering

ABCs (and D) of digging	Pg. 52	Fall 11
Avalanche Program changes	Pg. 72	Summer 14
Avalanche season statistics		
2010-2011	Pg. 50	Summer 11
Avalanche season statistics		
2011-2012	Pg. 56	Fall 12
Avalanche season statistics		
2015-2016	Pg. 82	Fall 16
Avalanche beacon specs	Pg. 64	Winter 16
Avalanche research changes	Pg. 59	Summer 16
Avy resuscitation protocols	Pg. 66	Summer 17
Backcountry Basecamp	Pg. 46	Fall 13
Beacon interference	Pg. 54	Winter 14
Building on MTR history	Pg. 63	Summer 15
Carabineers	Pg. 82	Summer 20
Cliff rescue	Pg. 65	Winter 15
Climate change and avalanches	Pg. 84	Fall 18
Donner Summit rescue	Pg. 36	Summer 10
Figure 8 knots	Pg. 91	Fall 16
<i>Freedom of the Hills</i> 9th ed.	Pg. 75	Winter 19
GPS	Pg. 62	Fall 13
Incident Command System	Pg. 65	Winter 12
ISSW 2010	Pg. 55	Winter 11
ISSW 2012	Pg. 72	Winter 13
ISSW 2014	Pg. 60	Winter 15
ISSW 2016	Pg. 70	Winter 17
Know Before You Go	Pg. 36	Fall 11
LaChapelle collection	Pg. 44	Winter 10
Lessons learned	Pg. 70	Summer 20
Moving forward (director)	Pg. 91	Fall 15
MTR and SAR: pt. 1	Pg. 51	Fall 10
MTR and SAR: pt. 2	Pg. 58	Winter 11
MTR and SAR: pt. 3	Pg. 53	Summer 11
MTR Challenge	Pg. 56	Summer 16
MTR course updates	Pg. 80	Winter 17
MTR Enhancement Seminar	Pg. 70	Summer 12
MTR Manual: changes	Pg. 80	Winter 13
MTR Manual: then and now	Pg. 55	Fall 11
MTR textbook changes	Pg. 98	Fall 19
Multiple burial searches	Pg. 78	Fall 14
Multipoint anchors	Pg. 72	Summer 18
Munter hitch	Pg. 98	Fall 15
Munter-mule-overhand	Pg. 81	Summer 19
National Avalanche School	Pg. 60	Winter 12
National Avalanche School	Pg. 66	Winter 16

National Avalanche School	Pg. 62	Winter 18
National Avalanche School	Pg. 77	Summer 19
National Avalanche School field	Pg. 64	Summer 12
National Avalanche School field	Pg. 62	Summer 18
National Avalanche School updates	Pg. 60	Summer 15
New nav requirements for MTR 2	Pg. 93	Fall 18
New NSP Avalanche Program	Pg. 49	Fall 10
NIMS and ICS integration	Pg. 82	Winter 13
NIMS and ICS training	Pg. 50	Winter 10
Project Zero	Pg. 26	Summer 15
RECOO on rescuers	Pg. 74	Winter 18
Rescue paradigm shift	Pg. 59	Summer 13
Route rescue	Pg. 62	Fall 12
Route finding	Pg. 71	Winter 16
SAR Conference	Pg. 41	Winter 12
SAR strategies	Pg. 76	Summer 17
Sidecountry issues	Pg. 46	Fall 10
Snow anchors	Pg. 89	Fall 17
Snow trenches	Pg. 64	Summer 16
Snowmobile avy rescue	Pg. 82	Fall 17
Strategic shoveling	Pg. 14	Winter 07
Ten Essentials update	Pg. 64	Summer 13
Toboggan rope rescue	Pg. 66	Winter 14
Tree anchors	Pg. 80	Winter 18
Tri-Advisory Conference	Pg. 72	Winter 13
Understanding risk	Pg. 51	Fall 13
USFS MOU	Pg. 29	Fall 12
Water disinfection	Pg. 93	Fall 20

Awards

2010 Outstanding Awards	Pg. 47	Winter 11
2011 Outstanding Awards	Pg. 52	Winter 12
2012 Outstanding Awards	Pg. 33	Winter 13
2013 Outstanding Awards	Pg. 36	Winter 14
2014 Outstanding Awards	Pg. 36	Winter 15
2015 Outstanding Awards	Pg. 42	Winter 16
2016 Outstanding Awards	Pg. 31	Winter 17
2017 Outstanding Awards	Pg. 38	Winter 18
2018 Outstanding Awards	Pg. 38	Winter 19
2019 Outstanding Awards	Pg. 43	Winter 20
Gold Stars 2008	Pg. 22	Fall 08
LCA and National		
Appointments 08-09	Pg. 42	Summer 10
Minnie Dole Award 2011	Pg. 36	Summer 12

Certified

APP Conference	Pg. 54	Fall 13
Jess McMillan	Pg. 62	Winter 14
Recruitment	Pg. 86	Fall 14
What is Certified?	Pg. 66	Summer 18

Education

Alphabet soup	Pg. 80	Fall 18
Back to school	Pg. 32	Fall 12
Certified search	Pg. 42	Winter 13
Competency-based learning	Pg. 80	Fall 17
Continuing education	Pg. 40	Winter 13
Credentialed instructors	Pg. 43	Winter 13
Distance learning	Pg. 22	Summer 11
Education report	Pg. 24	Winter 12
Engaging learners	Pg. 68	Winter 18
Face-to-face meetings	Pg. 29	Summer 14
Forward ho	Pg. 24	Fall 13
Learning management/SAR	Pg. 66	Winter 17
New courses	Pg. 80	Fall 16
Nodin de Saillan,		
Education Manager	Pg. 64	Summer 20
Nine months in	Pg. 62	Winter 16
Online offerings	Pg. 28	Fall 14
Program development	Pg. 74	Summer 19
Promoting programs	Pg. 29	Winter 15
Publications update	Pg. 39	Fall 11
Shella Summers, director	Pg. 24	Fall 15
Spring cleaning	Pg. 32	Summer 12
Training trends	Pg. 30	Summer 13
Training trends	Pg. 25	Winter 14
Updates	Pg. 90	Fall 19

Equipment

2014 Gear Guide	Pg. 42	Fall 14
2015 Gear Guide	Pg. 48	Fall 15
2016 Gear Guide	Pg. 48	Fall 16
2017 Gear Guide	Pg. 52	Fall 17
2018 Gear Guide	Pg. 50	Fall 18
2019 Gear Guide	Pg. 58	Fall 19
2020 Gear Guide	Pg. 58	Fall 20
Duckworth Shear-Shred	Pg. 68	Winter 19
Fitting boots	Pg. 53	Winter 11
New Patagonia jackets	Pg. 47	Summer 11
Pron packs	Pg. 49	Summer 11
Pro deals and sponsors	Pg. 32	Winter 13
Sponsors	Pg. 32	Winter 13

Features and Articles

50 Year Association Award	Pg. 42	Summer 16
Al Schrier	Pg. 42	Summer 14
Backcountry Boom	Pg. 28	Fall 13
B.A.S.I.C.S ambassadors	Pg. 38	Fall 20
Best job: patrol and PD	Pg. 32	Summer 17
Bike patrols	Pg. 54	Summer 14
Bike patrols: A new line	Pg. 58	Summer 18
Birds of Prey	Pg. 44	Summer 12
Bonnie Prudden	Pg. 38	Fall 12

Boots to Brie: France patrolling	Pg. 44	Summer 15
Boots to Brie: France patrolling	Pg. 38	Fall 19
Cable Riding Rescue	Pg. 44	Winter 12
Charles Minot Dole Jr.	Pg. 36	Winter 20
Charles Schobinger	Pg. 27	Summer 11
Climate change & ski industry	Pg. 40	Fall 18
COVID-19 and patrollers	Pg. 40	Fall 20
C-RAD	Pg. 50	Winter 19
Dartmouth Ski Patrol	Pg. 30	Fall 14
Difference patroller makes	Pg. 24	Summer 11
Diversity and skiing	Pg. 50	Fall 20
Dogs on chairlifts	Pg. 30	Winter 18
Don Williams	Pg. 44	Winter 14
Early season rescue	Pg. 40	Fall 11
Electron Boy	Pg. 31	Fall 10
Environmental Footprints	Pg. 44	Winter 16
European patrolling	Pg. 28	Summer 11
Evolution of First Aid pt. 1	Pg. 49	Winter 12
Evolution of First Aid pt. 2	Pg. 42	Fall 12
Evolution of OEC	Pg. 42	Summer 20
Exchange in Australia	Pg. 52	Fall 19
Extreme competition patrolling	Pg. 32	Summer 11
Female Pioneers	Pg. 52	Summer 12
FIPS in Russia	Pg. 28	Summer 18
Flight Standby: U.S. Open	Pg. 30	Summer 15
Four-Season Patrolling	Pg. 36	Summer 15
George Wesson	Pg. 41	Winter 11
Gretchen Besser: USSA HOF	Pg. 72	Fall 17
Hall of Fame	Pg. 56	Winter 16
Helmet Laws	Pg. 43	Winter 11
Helping Survivors	Pg. 26	Summer 11
Hestra hand protection	Pg. 66	Summer 19
ICAR 71st Congress	Pg. 38	Winter 20
Iditarod	Pg. 26	Winter 10
Iron Man Championships	Pg. 28	Summer 10
Jay Otto memorial	Pg. 50	Fall 08
Kees Breninkmeyer	Pg. 56	Summer 13
Lakewood staff 2018	Pg. 54	Winter 18
Learn to Ski and Snowboard Month	Pg. 25	Fall 10
Marriage and patrolling	Pg. 36	Fall 20
Media relations	Pg. 29	Summer 17
Minorities in skiing	Pg. 32	Fall 18
Mount Hood patrolling	Pg. 23	Summer 10
Mountain bike conference	Pg. 80	Fall 15
NARSID peril	Pg. 43	Fall 11
Nelson Bennett	Pg. 56	Summer 15
NSP charter	Pg. 38	Summer 13
NSP Outdoor Retailer party	Pg. 32	Summer 19
NSP staff	Pg. 36	Fall 13
NSP staff	Pg. 70	Winter 20
Ode to telemark	Pg. 36	Summer 20
Patagonia Action Works	Pg. 58	Winter 19
Patrol Exchange Program	Pg. 27	Fall 10
Patrol exchanges	Pg. 46	Winter 14
Pro form etiquette	Pg. 34	Fall 18
Purple Merit Stars	Pg. 40	Fall 16
Q&A with Darcy Hanley	Pg. 30	Winter 11
Q&A with Michael Berry	Pg. 37	Winter 11
Recruiting resources	Pg. 86	Fall 20
#RideAnotherDay	Pg. 36	Fall 17
#RideAnotherDay redux	Pg. 36	Fall 18
Ron Ricketts	Pg. 26	Fall 13
Safe Sport Act	Pg. 40	Summer 19
SAR School	Pg. 28	Winter 14
Scout builds splints	Pg. 34	Winter 11
Seven Summits	Pg. 50	Summer 13
Skin cancer	Pg. 40	Summer 20
<i>Snow Guardians</i> film	Pg. 70	Fall 14
Stop the Bleed	Pg. 54	Summer 19
Stress injury	Pg. 46	Fall 19
Subaru ambassadors 16-17	Pg. 78	Fall 16
Subaru ambassadors 17-18	Pg. 66	Winter 18
Subaru ambassadors 18-19	Pg. 64	Winter 19
Subaru ambassadors 19-20	Pg. 60	Summer 20
Subaru-NSP WBR scholarship	Pg. 62	Winter 19
Subaru WinterFest	Pg. 30	Summer 14
Subaru WinterFest	Pg. 26	Summer 18
Sustainability and resorts	Pg. 44	Fall 20
Tricia Hines	Pg. 44	Winter 15
Uphilling	Pg. 82	Fall 20
USSA Hall of Fame patrollers	Pg. 44	Summer 18
Value of Volunteers	Pg. 34	Summer 18
Warren Bowman	Pg. 74	Fall 17
WBR Dog School	Pg. 46	Summer 17
WBR Dog School	Pg. 60	Summer 19
When the patroller is a patient	Pg. 48	Summer 19
Why you need ICS	Pg. 43	Fall 20
WinterKids	Pg. 37	Fall 10
Winter SAR Conference	Pg. 32	Winter 16
Women and patrolling	Pg. 34	Fall 15
Women's Program 10 years	Pg. 48	Summer 20
Women's Summit	Pg. 44	Summer 16
Wounded Warriors	Pg. 62	Summer 14
X Games patrols	Pg. 48	Summer 14

Fundraising

2019 recap	Pg. 80	Winter 20
Brian Rull interview	Pg. 69	Summer 18
Education scholarships	Pg. 76	Winter 17
Effortless fundraising	Pg. 88	Fall 18
Focused fundraising	Pg. 72	Winter 19
Fundraising strategies	Pg. 94	Fall 19
Fundraise for your patrol	Pg. 89	Fall 20

Guidestar and NSP	Pg. 78	Summer 19	Bike fundamentals	Pg. 90	Summer 20	Telecommunication		
Leaving NSP in will	Pg. 62	Summer 13	Instructor tracking	Pg. 78	Winter 16	Backcountry communication	Pg. 85	Summer 18
Pay it forward	Pg. 95	Fall 15	Off-season top 10	Pg. 86	Summer 17	Batter chemistry	Pg. 90	Summer 19
Planned giving	Pg. 88	Fall 14	Preseason prep	Pg. 98	Fall 17	Dialing 911: part 1	Pg. 70	Summer 13
Snow angel challenge	Pg. 64	Winter 15	Rig refresher	Pg. 100	Fall 14	Dialing 911: part 2	Pg. 70	Fall 13
Why I donate	Pg. 78	Summer 20	Rocker tech	Pg. 88	Winter 18	Digital and analog radios	Pg. 17	Summer 10
			Ski shopping	Pg. 105	Fall 19	Dispatching for patrols	Pg. 101	Fall 18
Health and Fitness			Summer transportation	Pg. 84	Summer 18	Drone use	Pg. 74	Summer 15
Foot alignment issues	Pg. 43	Fall 10	Summer transportation	Pg. 89	Summer 19	EMS and wireless data	Pg. 99	Fall 17
			Tips and tricks	Pg. 86	Winter 20	EMS communications	Pg. 89	Winter 20
Instructor Development			Transportation revisited	Pg. 76	Winter 15	FirstNet	Pg. 91	Summer 20
10 tips better instructor	Pg. 77	Winter 17	Unnoticed Pros	Pg. 85	Winter 19	FCC licensing	Pg. 92	Winter 13
Art of evaluation	Pg. 89	Fall 16	Video analysis	Pg. 71	Summer 15	GPS technology	Pg. 98	Fall 14
Building instructor corps	Pg. 78	Winter 18	Workshop evolution	Pg. 101	Fall 16	ICS-100, Planning-Interoperability	Pg. 87	Winter 19
Continuing education	Pg. 74	Winter 19				Informing the public	Pg. 82	Summer 14
Course enrollment tips	Pg. 70	Summer 18	Patrol Directors			Narrowbanding deadline	Pg. 67	Fall 11
Course preparation	Pg. 81	Winter 20	Mark Anderson - Gore	Pg. 26	Winter 17	Narrowbanding definition	Pg. 61	Winter 11
Current teaching styles	Pg. 90	Fall 20	Patty Asselin - Bohemia	Pg. 30	Fall 20	Narrowband equipment	Pg. 76	Fall 12
Invisible time	Pg. 62	Summer 15	Chris Birkey - Stevens Pass	Pg. 26	Winter 18	Narrowband requirements	Pg. 49	Winter 10
Instructing instructors	Pg. 62	Summer 16	Nancy Bradburn - Massanutten	Pg. 36	Summer 19	Off-season radio use	Pg. 61	Summer 11
Keep the good ones	Pg. 70	Winter 16	Curtis Crooks - Squaw	Pg. 26	Summer 17	Public safety broadband	Pg. 103	Fall 15
Mentoring instructors	Pg. 75	Summer 17	Josh Endsley - Big Bear	Pg. 30	Summer 20	Preseason checklist	Pg. 103	Fall 16
New program director	Pg. 89	Fall 14	Randy Frykberg - Boyne	Pg. 28	Fall 17	Radio and ICS	Pg. 76	Winter 14
Revisiting six pack	Pg. 90	Fall 18	Ben Habecker - Alyeska	Pg. 30	Summer 18	Radio licensing compliance	Pg. 89	Winter 18
Risk and teaching	Pg. 80	Summer 20	Brendan Irving - Winter Park	Pg. 32	Fall 19	Radio licensing hurdles	Pg. 74	Winter 12
Showmanship instructing	Pg. 86	Fall 17	Drew Kneeland - Jackson	Pg. 27	Fall 16	Radio signal coverage	Pg. 61	Fall 10
Teaching with technology	Pg. 79	Summer 19	Joe Lustik, Snowbowl	Pg. 34	Winter 19	Radio tech changes pt. 1	Pg. 80	Winter 16
Train the trainers	Pg. 96	Fall 19	Micaela Saeftel, International	Pg. 30	Winter 20	Radio tech changes pt. 2	Pg. 74	Summer 16
Worst student	Pg. 96	Fall 15	Karen Wagner - Stowe	Pg. 38	Fall 18	Radio tech changes pt. 3	Pg. 92	Winter 17
						Radio tech changes pt. 4	Pg. 87	Summer 17
Legal			Patrolling			Radios vs. apps	Pg. 74	Winter 15
Ski safety legislation	Pg. 35	Summer 12	Patroller visibility	Pg. 25	Fall 11	Requesting resources	Pg. 102	Fall 20
Volunteer insurance	Pg. 68	Summer 14	Three questions tour	Pg. 30	Fall 16	Signal coverage	Pg. 107	Fall 19
			Three questions part 2	Pg. 55	Winter 17	Transitioning from 10 Codes	Pg. 78	Summer 12
Mountain Hosts			Patroller Education Conference					
Hill ambassadors	Pg. 57	Summer 12	PEC 2010	Pg. 32	Summer 10	Tips from the Vet		
			PEC 2012 preview	Pg. 30	Fall 11	Condition the K9 core	Pg. 26	Fall 20
Nordic			PEC 2012 final call	Pg. 34	Winter 12	Food tips	Pg. 28	Summer 20
Backcountry transportation	Pg. 76	Summer 18	PEC 2012 - recap	Pg. 32	Summer 12	Introduction	Pg. 30	Fall 19
Exemplary Nordics	Pg. 92	Fall 17				Nail care	Pg. 27	Winter 20
ICAR	Pg. 78	Winter 19	Photo Contests					
Mount Rainier training	Pg. 81	Summer 17	Cover shot	Pg. 27	Winter 16	Training and Techniques		
National Park Service JSOU	Pg. 66	Summer 16	Photo Contest 2010 winners	Pg. 38	Summer 11	Hydrating while skiing	Pg. 26	Summer 10
New Nordic Program director	Pg. 55	Fall 10	Photo Contest 2013 starts	Pg. 28	Winter 13	Skiing ice	Pg. 24	Winter 10
NIMS	Pg. 82	Winter 13	Photo Contest 2013 winners	Pg. 38	Summer 13			
Nordic backcountry tech	Pg. 82	Winter 18	Photo Contest 2014 winners	Pg. 36	Summer 14	Women's		
Nordic breakout	Pg. 72	Summer 12	Photo Contest 2015 winners	Pg. 28	Fall 15	Central Division Clinic	Pg. 83	Summer 14
Nordic Manual	Pg. 73	Winter 16	Photo Contest 2016 starts	Pg. 29	Winter 16	Eastern Division Leadership Summit	Pg. 75	Summer 15
Nordic Master	Pg. 69	Winter 12	Photo Contest 2016 winners	Pg. 34	Fall 16	Face to face meeting	Pg. 108	Fall 19
Nordic Master refresher	Pg. 76	Summer 14	Photo Contest 2017	Pg. 29	Winter 17	Gear for women	Pg. 94	Winter 13
NPS JSOU	Pg. 84	Winter 17	Photo Contest 2017 winners	Pg. 32	Fall 17	Girl talk	Pg. 72	Summer 13
Patrolling the Birkie	Pg. 58	Fall 11				Heavenly clinic	Pg. 62	Summer 11
Program changes	Pg. 56	Summer 11	Powderfall			Jeanne Thoren	Pg. 77	Winter 12
Repair improvisation	Pg. 94	Fall 16	Perfect Powder	Pg. 60	Fall 14	Learning experiences	Pg. 78	Winter 14
Risk management	Pg. 65	Summer 15	Powder to the People	Pg. 54	Winter 15	Mt. Hood June clinic	Pg. 68	Fall 11
Safety for backcountry patrols	Pg. 83	Summer 19	Powderfall 2015 Recap	Pg. 66	Fall 15	New adviser, Tanya Thomas	Pg. 86	Summer 18
Systematic safety	Pg. 96	Fall 18	Powderfall 2017 save date	Pg. 54	Summer 16	Powderfall seminars	Pg. 101	Fall 17
Summer patrolling	Pg. 66	Fall 12	Powderfall 2017 preview	Pg. 66	Fall 16	Powderfall 2021	Pg. 104	Fall 20
Valley Forge refresher	Pg. 70	Winter 14	Powderfall 2017 recap	Pg. 42	Fall 17	SheJumps Junior Ski Patrol	Pg. 88	Winter 19
			Powderfall 2019 events	Pg. 54	Winter 19	Southern Division clinic	Pg. 72	Fall 13
OEC			Powderfall 2019 preview	Pg. 72	Fall 18	Tahoe Women's Summit	Pg. 82	Winter 16
Anaphylaxis	Pg. 69	Winter 15	Powderfall 2019 recap	Pg. 80	Fall 19	Tanya's Travels, out about	Pg. 102	Fall 18
Bill Devaney, program director	Pg. 77	Winter 20	Powderfall 2021 Save date	Pg. 58	Summer 20	Widened horizons	Pg. 92	Summer 20
Boston Marathon	Pg. 64	Fall 13	Powderfall 2022	Pg. 80	Fall 20	Women's Program growth	Pg. 62	Winter 11
Changes in spine evaluation	Pg. 98	Fall 18	Powder Time	Pg. 44	Winter 17	Women's Summit 2015	Pg. 79	Winter 15
Chest pain	Pg. 83	Winter 20	Return to Powderfall	Pg. 34	Summer 14	Women's Summit 2016	Pg. 82	Winter 16
Chuck Allen, medical advisor	Pg. 72	Winter 20				Women's Summit 2017	Pg. 104	Fall 16
"Clearing" the spinal eval	Pg. 72	Winter 14	Reviews			Women's Summit 2017	Pg. 93	Winter 17
Cold injuries	Pg. 68	Summer 16	Achelis, <i>Backcountry Rescue</i>	Pg. 47	Winter 10	Women's Summit 2017	Pg. 88	Summer 17
COVID-19	Pg. 96	Fall 20	Ancinas, <i>Tales from Two Valleys</i>	Pg. 78	Summer 13	Women's Summit 2018	Pg. 90	Winter 18
CPR updates	Pg. 74	Summer 12	Anthony, <i>White Planet</i>	Pg. 84	Fall 11	Women's Summit 2019	Pg. 91	Summer 19
Head check - TBI	Pg. 66	Summer 15	Bonar, <i>Avalanche Busters</i>	Pg. 92	Winter 19			
Long bone fractures	Pg. 57	Fall 10	Davenport, <i>Fifty Classic</i>			Young Adult		
Medical Good Samaritans	Pg. 31	Winter 12	<i>Ski Descents</i>	Pg. 76	Summer 11	Building Blocks	Pg. 105	Fall 18
NuMask	Pg. 72	Winter 12	DesLauriers, <i>Higher Love</i>	Pg. 105	Fall 15	Creating young adult patrols	Pg. 81	Winter 12
OEC Fifth: about	Pg. 60	Winter 11	Dyer, <i>Pretty Faces</i> movie	Pg. 80	Winter 15	Division training seminars	Pg. 78	Fall 13
OEC Fifth changes: part 1	Pg. 58	Summer 11	Fox, <i>Deep</i>	Pg. 88	Summer 14	Growing YAPs	Pg. 10	Fall 14
OEC Fifth changes: part 2	Pg. 62	Fall 11	Kircher, <i>The Next 15 Minutes</i>	Pg. 82	Winter 12	Jumping into patrol	Pg. 93	Summer 19
OEC6 FAQ	Pg. 42	Winter 20	Rhein, <i>Beyond Birkie Fever</i>	Pg. 84	Winter 14	Loveland	Pg. 64	Winter 11
OEC Program director	Pg. 66	Summer 13	Roundy, <i>75 Search and Rescue Stories</i>	Pg. 78	Fall 12	Next generation	Pg. 87	Summer 14
OEC vs. OFC	Pg. 86	Winter 17	Stoddard, <i>Making Meaning Mountains</i>			Next generation	Pg. 76	Summer 16
Oxygen on the slopes	Pg. 86	Winter 18	Thorne, <i>Powder: Greatest Ski Runs</i>	Pg. 102	Winter 13	Northern Vermont YAPs	Pg. 79	Summer 15
Oxygen: use SpO2 to titrate	Pg. 86	Summer 19	Tremper, <i>Avalanche Essentials</i>	Pg. 103	Winter 16	Passing the torch	Pg. 88	Summer 18
Oxygen: use wisely	Pg. 83	Summer 17	Waterhouse, <i>Passion for Skiing</i>	Pg. 67	Winter 11	Paying it forward	Pg. 101	Winter 13
Pediatric care	Pg. 68	Summer 13				Powderfall scholarships	Pg. 104	Fall 17
Pelvic fractures	Pg. 101	Fall 19				Powderfall 19 scholarships	Pg. 90	Winter 19
Physicians' roles	Pg. 80	Summer 18				Program goals	Pg. 64	Summer 11
Psychiatric first aid	Pg. 81	Winter 19				R.A.T. Pack	Pg. 54	Summer 13
Pulse oximetry	Pg. 74	Winter 16				R.A.T. to YAP	Pg. 38	Summer 16
Revising refreshers	Pg. 85	Winter 18				Recruiting young adults	Pg. 81	Winter 14
S.A.M.P.L.E.	Pg.	Summer 14				Rocky Mountain Jamboree	Pg. 89	Summer 18
Shock: A silent killer	Pg. 88	Winter 13				Shawnee Peak	Pg. 63	Fall 10
Spleen injuries	Pg. 70	Fall 12				Standardized guidelines	Pg. 80	Summer 12
Stress management	Pg. 100	Fall 15				Starting a YAP program	Pg. 92	Winter 18
Stroke: Brain Attack	Pg. 94	Fall 17				Willamette Pass YAPs	Pg. 73	Fall 11
Thoracic trauma	Pg. 91	Fall 14				Young adult seminars	Pg. 77	Summer 13
Toboggan CPR	Pg. 96	Fall 16				YAP seminars	Pg. 105	Fall 16
Toxicology emergencies	Pg. 84	Summer 20				Young adult summary	Pg. 104	Fall 15
Vital signs: taking	Pg. 38	Winter 10						
Outdoor Emergency Transportation								
Back to basics	Pg. 73	Summer 16						
Baseline skiing standards	Pg. 90	Winter 17						



WRITE A CAPTION FOR THIS PHOTO

Send *Ski Patrol Magazine* your captions for the photo to the right. Scribe of the winning caption will receive a \$25 gift certificate to the NSP Online Store and recognition in the next issue.

Send entries to editor@nsp.org, or mail them to 133 S. Van Gordon St., Suite 100, Lakewood, CO 80228. Only NSP members are eligible.

Remember *SPM* if you have a humorous photo for next issue's caption contest. Send it in high resolution (at least 225 dpi) to editor@nsp.org.



Congrats to our winner, Ben Swenson of the Copper Mountain Ski Patrol, and thanks to everyone for their submissions. Thanks to Tom Davis, of the Jack Frost Ski Patrol in Pennsylvania, for the photo.

WINNER

"Sir, we caught this one eating your lunch in the patrol hut."
— Ben Swenson, Copper Mountain Ski Patrol, Colorado

HONORABLE MENTIONS

"Keep shaking, we need more money for the beer fund."
— Robert Schmutzler, Alumni, Mission Ridge Ski Patrol, Washington

How to get a 'boarder to buy the next round!"
— Chris Lawson, Welch Village Ski Patrol, Minnesota

"We warned you what we would do the next time we caught you doing flips."
— Paul Weitz, Swain Ski Patrol, New York

"It takes two strong men to hold up one woman."
— William Wasserman, Jack Frost Ski Patrol, Pennsylvania





QUALITY TAKES TIME

QUALITY TAKES TIME. FOR MORE THAN 80 YEARS, HESTRA HAS KEPT COLD HANDS WARM. WE HAVE DESIGNED AND CRAFTED GLOVES FOR MANY DIFFERENT PURPOSES, STYLES AND WEATHER - ALL OF THEM WITH ONE THING IN COMMON: TIMELESS, UNCOMPROMISED QUALITY.

@HESTRAGLOVES | #HESTRAGLOVES | HESTRAGLOVES.COM

Winter wonderlands are always within reach.



As a member of the National Ski Patrol, you can take advantage of the Subaru VIP Program. Save when you buy or lease a new Subaru. Get started by clicking the Subaru logo on the NSP Pro Deals page at nsp.org.
Love. It's what makes a Subaru, a Subaru.



SUBARU

**Subaru is a proud sponsor of the National Ski Patrol.
Learn more at subaru.com/partners**

Subaru is a registered trademark. Vehicle shown with accessory equipment.