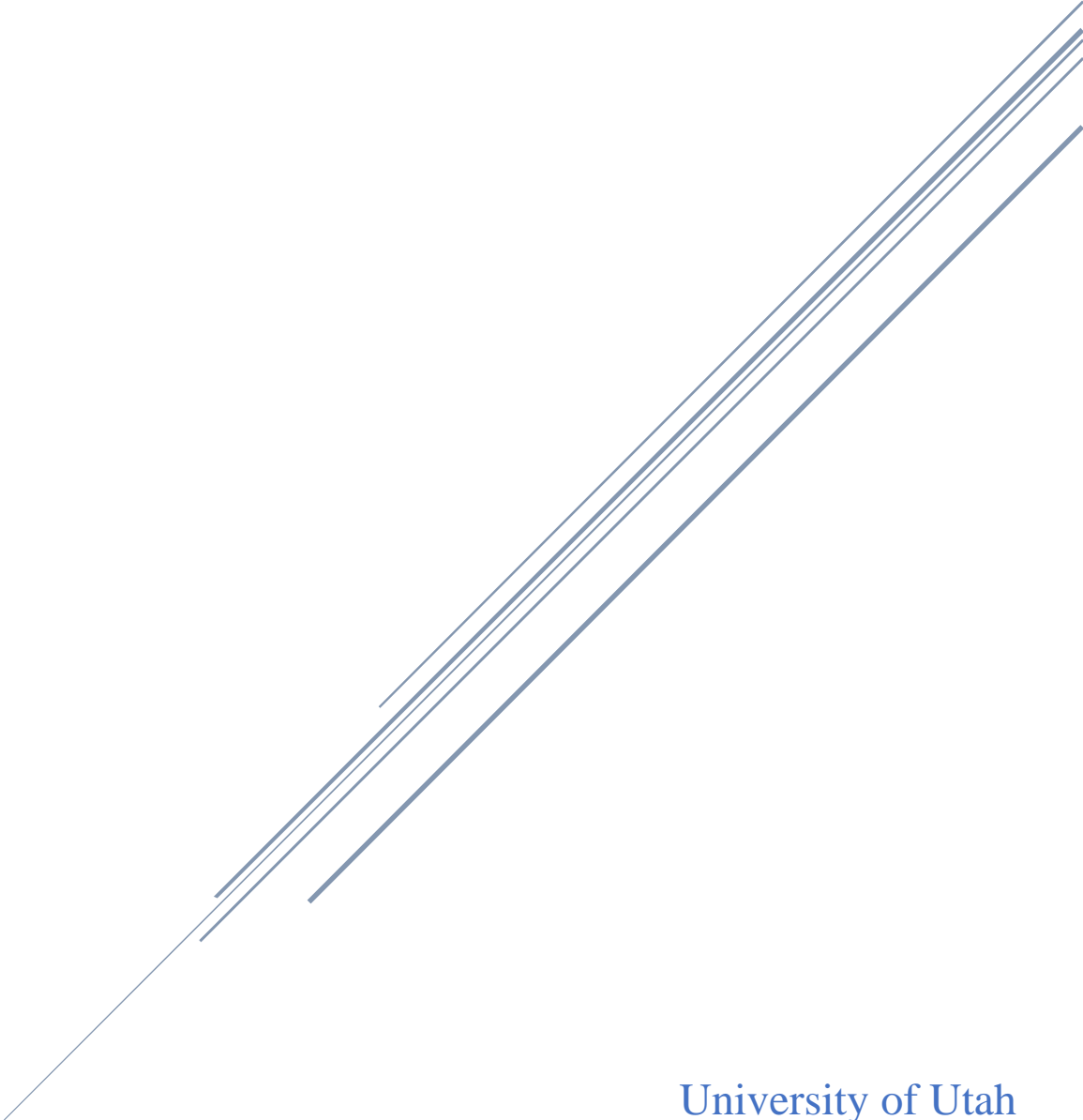


# Final Department Manual

Nyia Hanseen, Adam Parker, Sarah Smith, Savannah Talbot



University of Utah  
RECTH 5300: Management in RT

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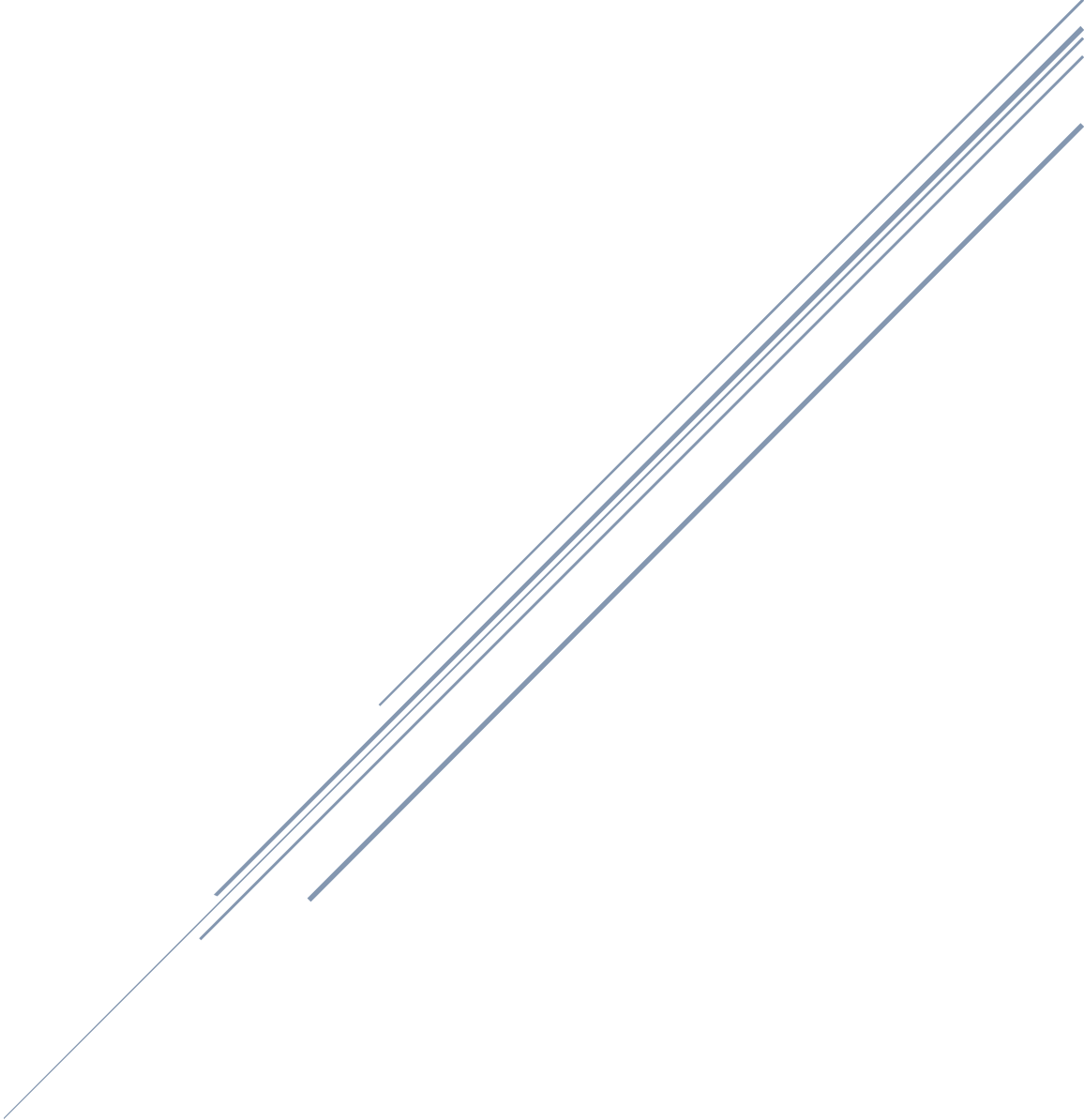
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# Comprehensive Program Plan

Manager: Savannah Talbot Team: Nyia Hanseen, Adam Parker, Sarah Smith



## **The National Ability Center**

The National Ability Center is a non-profit, tax-exempt organization aimed at providing high-quality, inclusive programs to individuals and families of all abilities and backgrounds, including those in need. Thanks to the generous support of individual donors, grants from private corporations and foundations, and the community, we have successfully provided scholarships to 100% of those who made a request and continue to keep program fees affordable (program fees account for less than 30% of the total cost of programming). We offer a wide variety of programs both seasonally and year-round. Activities include alpine and nordic skiing, snowboarding, snowshoeing, horseback riding, hippotherapy, indoor rock climbing, swimming, archery, sled hockey, cycling, water-skiing, wakeboarding, kayaking, canoeing, paddle boarding, and challenge course activities. At the National Ability Center we often find that a participant's experience is enhanced by the inclusion of friends and family, reinforcing relationships, and building a support system that can continue beyond the initial program experience.

### **Mission**

The mission of the National Ability Center is to empower individuals of all abilities by building confidence, self-esteem, and life skills through sports, recreation, and educational programs.

### **Vision**

The vision of the National Ability Center is to share a collective vision to inspire individual achievement and create a global impact for people of all abilities.



## **Recreational Therapy Department**

### **Mission**

The mission of the Recreational Therapy Department of The National Ability Center is to empower individuals of all abilities. Through recreation, sports and educational programs, we seek to help individuals increase their confidence, self-esteem, and leisure and recreational skills.

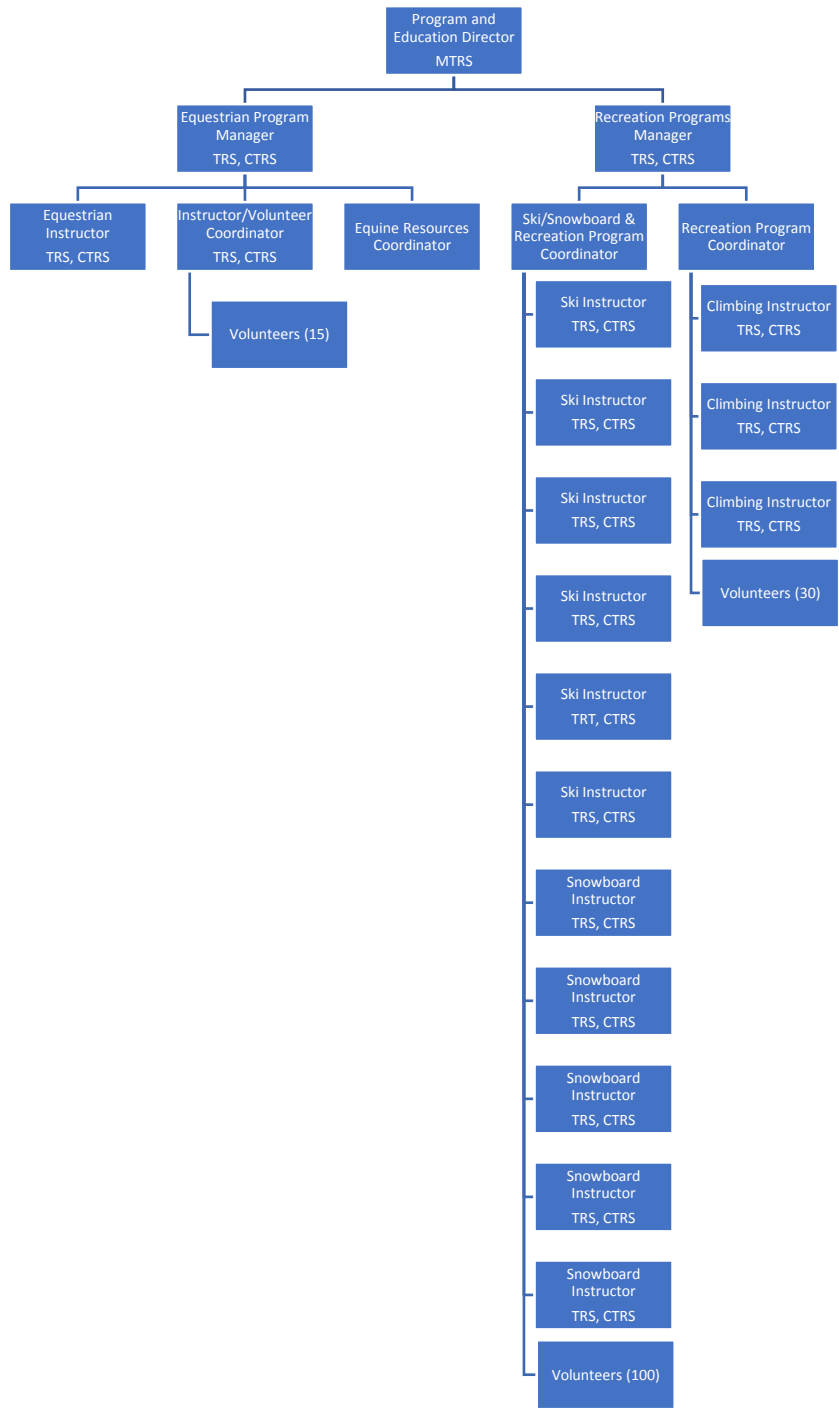
### **Vision**

The vision of the Recreational Therapy Department of The National Ability Center is to empower individuals to achieve a higher quality of life through various recreational activities.

### **Goals:**

1. To provide services that improve participants' physical, emotional, mental, and social functioning through leisure and recreation activities.
2. To provide leisure and recreation programs that improve participants' scope of leisure knowledge and understanding of the importance of leisure as it applies to personal health of well-being.
3. To provide educational experiences within leisure and recreation programs that improve a participant's knowledge of available leisure resources within their community and how to incorporate these resources into their personal leisure lifestyle.
4. To provide recreation and leisure services that expose participants to diverse individuals and various settings in which participants can improve communication and social interaction skills through the utilization of recreation and leisure activities.
5. To provide leisure and recreation opportunities in which participants will be able to improve self-esteem, and confidence through participating in recreation therapy programs.

### Department Organizational Chart





## **Intervention Programs**

### **Adaptive Skiing and Snowboard Program**

The adaptive skiing and snowboarding program at the National Ability Center is based out of Park City Mountain Resort and provides services to people of all abilities who wish to improve their quality of life through alpine snow sports. The ski/snowboard program meets the goals of the Recreation Therapy Department through utilizing alpine snow sports as a platform for improvement of physical, mental, emotional, and social functioning. In addition, the program is facilitated by a Therapeutic Recreation Specialists who will assist participants' in recognizing the benefits of leisure within their own lives and assist in providing resources for continued leisure involvement and education after completion of the program. The adaptive ski and snowboard program are run from November to April depending on snow fall.

The Adaptive Ski and Snowboard Program goals are:

1. Participants will improve physical, mental, and emotional functioning through ski and snowboard participation.
2. Participants will improve their communication and social interaction skills through working with a Therapeutic Recreation Technician and/or Therapeutic Recreation Specialists ski or snowboard instructor.
3. Participants will increase leisure awareness, leisure resource knowledge, and leisure participation through participation in adaptive ski and/or snowboarding.

### **Climbing Program**

The climbing program includes single day and evening rock climbing opportunities. These take place at the facility's climbing gyms that are located at the NAC's ranch in Park City and the Momentum indoor climbing gym (specifically the East Millcreek and Sandy locations). There are also opportunities to participate in outdoor climbing at locations in both Big and Little Cottonwood Canyons. The participants are able to sign up for the time and location that is most convenient for them and that correlate with their skill level. The climbing program also facilitates an eight-week program called "Rock on!" that is specifically designed for children, youth, and young adults with disabilities and their siblings. This program takes place once a week for eight consecutive weeks and is located at the Momentum indoor climbing gym in East Millcreek and Sandy Utah. Both the single session and eight-week climbing programs are run by the Recreational Therapy program and facilitated by Therapeutic Recreation Specialists. This program provides opportunities for individuals with disabilities and their siblings to participate in challenging activities that will expand their understanding of leisure opportunities, their current skill level, and the importance of recreation in health and well-being, as well as increase self-esteem and confidence.

The Climbing Program goals are:

1. Participants will increase their understanding of their physical abilities through adaptive rock climbing.
2. Participants will increase self-esteem and confidence through the completion of challenging tasks.
3. Participants will learn skills that will help improve their physical, mental, and emotional functioning through participation in the rock-climbing program.

## **Equestrian Program**

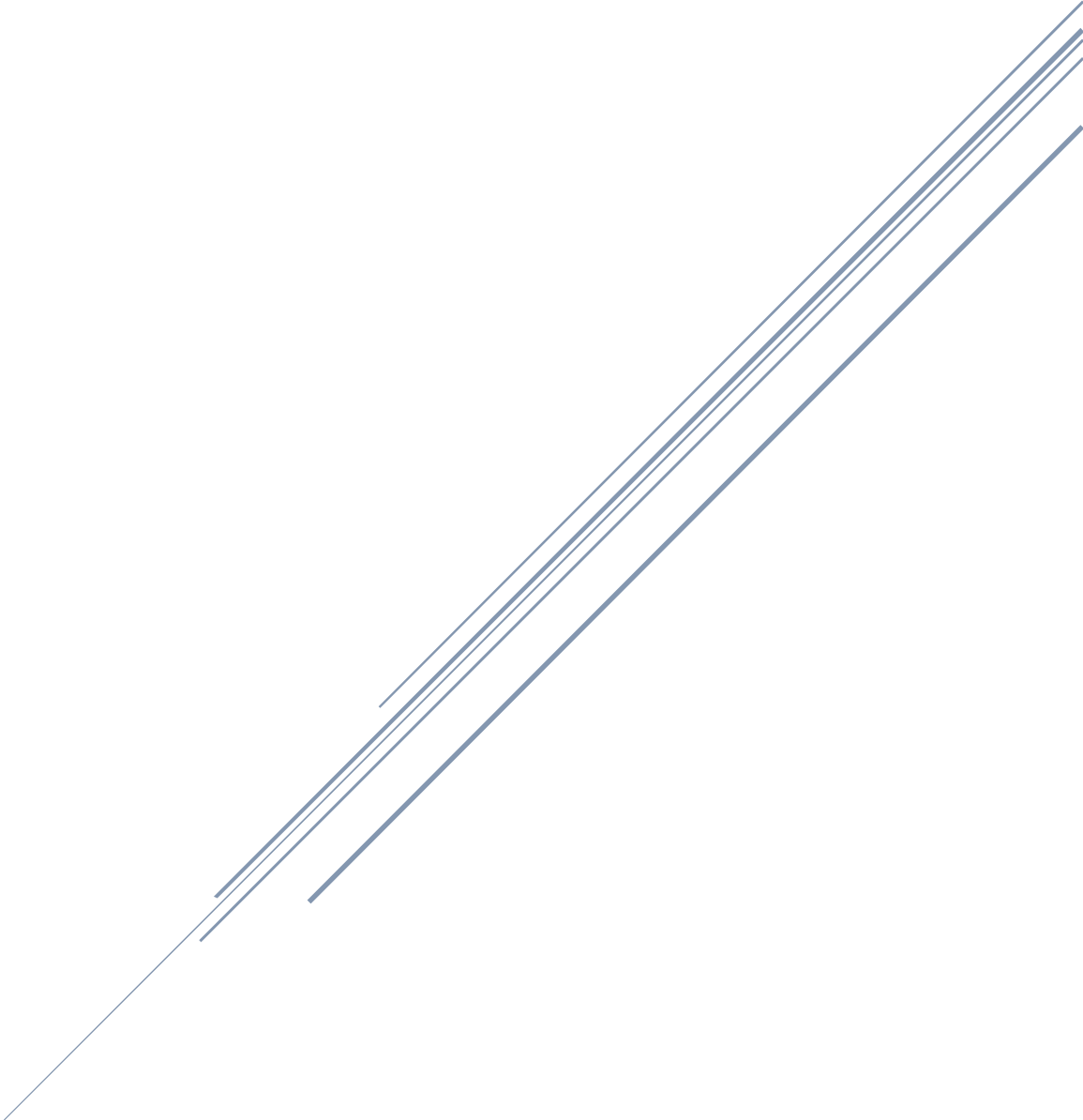
The equestrian program offers three different forms of equine-assisted programs: equine-assisted learning (EAL), adaptive horseback riding, and adaptive trail riding. The equine-assisted learning program is an educational approach that incorporates equine-assisted activities and equine/human interaction in an environment of learning and self-discovery. Horses are non-judgmental beings that facilitate learning in a positive and immediate manner which provides a unique setting for personal growth for the participants. The adaptive horseback riding program is a horsemanship program that is offered in both group and private settings. It is facilitated by a certified instructor (TRS/CTRS) who designs the lesson to meet specific client needs. This program operates in four to eight-week sessions, providing opportunities for participants to build their skills over a series of weekly lessons. Single lessons are also offered for individuals who wish to experience the program on a customized schedule. The adaptive trail riding program is designed for individuals or small groups of up to four people and utilizes the trail system located right behind the NAC Ranch. This is a two-hour program that starts in the arena where participants learn basic skills needed to navigate the terrain encountered out on the trail, continues in the trail system near the Ranch, and concludes back at the arena. All three of these programs take place year-round and offer therapeutic benefits for individuals with cognitive, behavioral, and/or physical disabilities. This program is facilitated by a Therapeutic Recreation Specialists.

The Equestrian Program goals are:

1. Participants will improve physical functioning through individual and group equine-assisted therapy interventions.
2. Participant will improve their social skills in group interventions and in their day-to-day life through participation in equine-assisted therapy.
3. Participants will gain a better understanding of the importance of recreation as it relates to their well-being and quality of life through participation in equine-assisted therapy.

# Program Management Plan

Manager: Adam Parker Team: Nyia Hanseen, Sarah Smith, Savannah Talbot



## Documentation and Assessment

### Policy

The National Ability Center follows the American Therapeutic Recreation Association's (ATRA) Standards of Practice for assessment and documentation. This is done to ensure the quality and effectiveness of personalized treatment. Patient outcomes are established through collaboration between the treatment team and the patient. Assessments, treatment plans, and documentation are to be completed by a licensed Recreational Therapist.

### Procedure

1. Assessment:
  - Within 48 hours of client admission, an RT must review the following client documents:
    - Diagnosis and diagnostic history
    - Treatment history
    - Psychosocial health and history
  - Prior to client participation in NAC programs, a Recreational Therapist will engage in an interview and assessment with the client that will include the following:
    - Complete the Physical Abilities Assessment with the client
    - Discuss client goals and concerns
2. Treatment Planning:
  - The Recreational Therapist will develop a Recreational Therapy treatment plan taking into consideration the following:
    - Client needs and goals (both short term and long term)
    - Client abilities
    - Programs the client is participating in
  - The treatment plan may be revised under the following circumstances and must be completed and signed by the Recreational Therapist:
    - Client needs change
    - Client abilities change
    - Client requests a change, as approved by RT
    - Client meets established goals and new goals are created
  - When the treatment plan is complete, the RT will discuss it with the following individuals:
    - Client
    - Client family or support system as applicable (with necessary approval from client)
    - Treatment team, when applicable
3. Plan Implementation
  - The following evaluations and notes will be completed by the RT or TRT for each client
    - SOAP notes will be completed by the Recreational Therapist or Therapeutic Recreation Technician at the conclusion of each treatment session
    - Additional notes including behavioral problems will be completed as necessary
    - Narrative summary will be completed upon the completion of a program
  - The following significant events/behaviors will be documented and reported to correlating staff members and treatment team
    - Behavior problems that result in injury to self or others
    - Attainment of goals
    - Refusal to participate

## National Ability Center – Program Management Plan

### 4. Re-assessment and Evaluation

- Treatment plans will be reviewed every quarter and more often as needed
- The following aspects of the treatment plan may be adjusted by a Recreational Therapist as needed for best treatment and client interest
  - Goals
  - Objectives
  - Programs that the client participates in during treatment

### 5. Discharge Planning:

- Due to the outpatient nature of the National Ability Center, client discharge plans will not be provided on a regular basis but can be developed upon client or physician request and must be completed by a Recreational Therapist. These discharge plans will include:
  - Suggestions for continuance of activity
  - Recommendations for programs that meet the client needs in their area of residency
  - Goals and objectives that have both been and not been reached
- Discharge occurs at the conclusion of a program or as client decides to discontinue participation in the programs offered by the National Ability Center.

### 6. Documentation Signature:

- Signatures will be written in a legible manner and will be done according to the following format:
  - Recreational Therapists:
    - First initial, last name, license, certification, date
  - Therapeutic Recreation Technicians:
    - First initial, last name, license, co-signature by assigned Recreational Therapist
- Additional co-signatures will be required when documentation is being completed by an RT intern, or an RT or TRT who is awaiting updates to their licensure and/or certification. A co-signature must be completed by a currently licensed and certified Recreational Therapist.
  - RT interns will sign in the following manner:
    - First initial, last name, “RT Intern”, date, co-signature by assigned Recreational Therapy internship supervisor (must be a currently licensed and certified Recreational Therapist).

## **Ethical Conduct**

### **Policy**

The National Ability Center Recreational Therapy Department adheres to ATRA's Code of Ethics. The Recreational Therapy Department is committed to providing the highest quality programs through adhering to high ethical standards. All employees within the Recreational Therapy Department, including managers, CTRS's, and any other employees working with the Recreational Therapy Department, are expected to adhere to this policy.

### **Procedure**

1. **Beneficence**

Recreational Therapy personnel shall treat persons served in an ethical manner by actively making efforts to provide for their well-being by maximizing possible benefits and relieving, lessening, or minimizing possible harm.

2. **Non-Maleficence**

Recreational Therapy personnel have an obligation to use their knowledge, skills, abilities, and judgment to help persons while respecting their decisions and protecting them from harm.

3. **Autonomy**

Recreational Therapy personnel have a duty to preserve and protect the right of each individual to make his/her own choices. Each individual is to be given the opportunity to determine his/her own course of action in accordance with a plan freely chosen. In the case of individuals who are unable to exercise autonomy with regard to their care, recreational therapy personnel have the duty to respect the decisions of their qualified legal representative.

4. **Justice**

Recreational Therapy personnel are responsible for ensuring that individuals are served fairly and that there is equity in the distribution of services. Individuals should receive services without regard to race, color, creed, gender, sexual orientation, age, disease/disability, social and financial status.

5. **Fidelity**

Recreational Therapy personnel have an obligation, first and foremost, to be loyal, faithful, and meet commitments made to persons receiving services. In addition, Recreational Therapy personnel have a secondary obligation to colleagues, agencies, and the profession.

6. **Veracity**

Recreational Therapy personnel shall be truthful and honest. Deception, by being dishonest or omitting what is true, should always be avoided.

7. **Informed Consent**

Recreational Therapy personnel should provide services characterized by mutual respect and shared decision making. These personnel are responsible for providing each individual receiving service with information regarding the services, benefits, outcomes, length of treatment, expected activities, risk and limitations, including the professional's training and credentials. Informed consent is obtained when information needed to make a reasoned decision is provided by the professional to competent persons seeking services who then decide whether or not to accept the treatment.

8. **Confidentiality and Privacy**

Recreational Therapy personnel have a duty to disclose all relevant information to persons seeking services: they also have a corresponding duty not to disclose private information to third parties. If a situation arises that requires disclosure of confidential information about an individual (ie: to protect the individual's welfare or the interest of others) the professional has the responsibility to inform the individual served of the circumstances.

## National Ability Center – Program Management Plan

### 9. Competence

Recreational Therapy personnel have the responsibility to maintain and improve their knowledge related to the profession and demonstrate current, competent practice to persons served. In addition, personnel have an obligation to maintain their credential.

### 10. Compliance with Laws and Regulations

Recreational Therapy personnel are responsible for complying with local, state and federal laws, regulations and ATRA policies governing the profession of Recreational Therapy.

## **Client Bill of Rights and Responsibilities**

### **Policy**

The National Ability Center Recreational Therapy Department adheres to ATRA's Client's Bill of Rights as they pertain to the facility. The Recreational Therapy department is committed to providing the highest quality programs through adhering to high standards of treatment. This policy is to be made aware to all clients signing up to participate in a program with the National Ability Center Recreational Therapy Department.

### **Procedure**

1. All individuals participating in Recreational Therapy activities, regardless of race, color, creed, gender, sexual orientation, age, disability/disease, social and/or financial status, have the right to appropriate treatment that is respectful and maintains dignity.
2. All individuals participating in Recreational Therapy, must receive information in understandable terms about their strengths and limitations identified through an individualized assessment process that is sensitive to their developmental, cultural, and individual lifestyle qualities and characteristics.
3. All individuals participating in Recreational Therapy, must receive information in understandable terms about the proposed course of Recreational Therapy activities and interventions as well as a review of the potential risks and expected outcomes so that they can make informed choices regarding their participation.
4. All individuals participating in Recreational Therapy, have the right to participate in treatment planning, implementation, and evaluation process including identifying, monitoring, and revising personal goals for participation.
5. All individuals participating in Recreational Therapy, have the right to refuse participation to extent provided by law.
6. All individuals participating in Recreational Therapy, have the right to reasonable accommodations to use resources, facilities, and/or adaptive equipment/assistive technology that allows them to plan and participate in recreational therapy interventions and activities designed to improve their physical, cognitive, social, or emotional functioning to enhance their health, well-being, and quality of life.
7. All individuals participating in Recreational Therapy, must receive safe, quality care provided by a licensed, certified, and competent, recreational therapist who adheres to ATRA's Standards for the Practice of Recreational Therapy and Code of Ethics as well as local, state, and/or federal laws and regulations.
8. All individuals participating in Recreational Therapy, have the right to benefit from and not be harmed by any Recreational Therapy treatment interventions or activities.
9. All individuals participating in Recreational Therapy, must be informed when and under what circumstances disclosure of personal information is necessary for their welfare or that of others and to have information about them and their care treated in a confidential manner.
10. All individuals participating in Recreational Therapy, have the right to appeal decisions about their care and to report grievances to the Recreational Therapy Department Manager. Grievances against any employees of the Recreational Therapy Department can be made at any time.



## Quality Improvement

### Policy

The intention of the Quality Improvement Policy is to provide the highest standard of care to those who participate in the programs of the National Ability Center. This policy was created to protect the health and safety of both the employees and the clients of the NAC. The NAC and Recreational Therapy Department adhere to ATRA's standards of practice. This policy aligns with the goals of both the Recreational Therapy department and the NAC as a whole.

### Procedure

#### Risk Management

- Programming
  - All programs have inherent risk due to the nature of the activities. We are aware that personal injury may occur and train our staff to the best ability to prevent injury, but there is still inherent risk through participation.
  - Refer to incident report protocol.
- Equipment
  - NAC employees will inspect equipment upon return, using the equipment maintenance checklist.
  - On a monthly basis Recreational Therapists will inspect all equipment.
  - All equestrian/climbing/ski/snowboard gear must meet the following standards: equipment is clean and has no broken parts. If there is a problem with or damage to the equipment, an out of service tag should be attached and a maintenance request form filed. Inspector should rate the quality of the board with the wear and tear scale (1 being very worn, 10 being brand new). See equipment maintenance checklist.
  - Ski/Snowboard Program
    - Snowboards
    - Skis
    - Poles
    - Boots
    - Helmets
    - Goggles
    - Snow cloth rentals
  - Climbing Program
    - Harness
    - Shoes
    - Helmets
    - Ropes
    - Quick draws
    - Belay devices
  - Equestrian Program
    - Lead ropes and halters
    - Bridle and reigns
    - Saddles- including horn, cinch, padding, breast collar, girth, and stirrups
    - Pads
    - Helmets

## National Ability Center – Program Management Plan

- Setting
  - Clients in the program will be exposed to various settings that have potential risk.
    - All clients are required to sign the liability release form because of the nature of risk in the associated settings in which the NAC functions.
- Patients
  - Assessments are conducted to ensure clients are provided with the best placement and adaptive services that are tailored to the individual's strengths, needs and abilities.

### **Infection Control**

Employees and clients must follow the following guidelines to best take precaution for infection:

- Avoid, be aware of, and do not touch any bodily fluid on equipment from clients, employees, and/or horses without using protective gear.
- Employees must wash hands after bathroom use and before contact with clients.
- Employees must maintain good hygiene that meet the 'well-groomed and clean' standards established by the NAC.
- Employees must call in sick if they have fever or flu-like symptoms 24 hours prior to a shift.
- Clients must not participate in NAC activities if they have had fever or flu-like symptoms 24 hours prior to participation with the NAC.

### **Emergency Codes**

Code White = Employee injury

Code Yellow = Client injury

Code Blue = Client has caused harm to another client

Code Green = Bomb onsite

Code Red = Weapons: any weapon situation including shooting and terrorist attack.

Code Black = Hostage situation

### **Quality Indicators**

- Examination report by the Better Business Bureau
- Assessment by Charity Navigator and labelled as a 'Four Star Charity'
- Quarterly Policy & Procedure staff meeting
- Bi-yearly employee competency evaluations
- Mid-winter and mid-summer employee trainings
- Equipment Inventory for safety and correct use
  - Equipment maintenance checklist
  - Equipment damage report
  - Equipment repair request form
- Client record review
- Client and family satisfaction surveys
- Incident reports
- Diagnostic Protocols
- Intervention Protocols
- Assessment Protocols

## EQUIPMENT MAINTENANCE CHECKLISTS

### SKI AND SNOWBOARD PROGRAM

EQUIPMENT	DATE	HOW MANY?	CHECK OUT TIME	CHECK IN TIME	SANITATION COMPLETE	WEAR AND TEAR RATING 1-10	DAMAGE? IF YES, SPECIFY.	DAMAGE REPORT FILED?	INITIALS
Snowboards									
Skis									
Poles									
Boots									
Goggles									
Snow Clothes									
Helmets									

CLIMBING PROGRAM

EQUIPMENT	DATE	HOW MANY?	CHECK OUT TIME	CHECK IN TIME	SANITATION COMPLETE	WEAR AND TEAR RATING 1-10	DAMAGE? IF YES, SPECIFY.	DAMAGE REPORT FILED?	INITIALS
Harnesses									
Shoes									
Ropes									
Quick Draws									
Belay Devices									
Helmets									

EQUESTRIAN PROGRAM

EQUIPMENT	DATE	HOW MANY?	CHECK OUT TIME	CHECK IN TIME	SANITATION COMPLETE	WEAR AND TEAR RATING 1-10	DAMAGE? IF YES, SPECIFY.	DAMAGE REPORT FILED?	INITIALS
Lead ropes & Halters									
Bridle & Reigns									
Saddles									
Pads									
Helmets									

## **Risk Management-Incident Reports**

### **Policy**

The Recreational Therapy Department follows the Risk Management Policy of the National Ability Center to improve client safety and reporting incidents through detailed Incident Report Forms. Incident Report Forms are used to report negative behavioral incidents and an incident that requires any form of first aid. The intended purpose for these reports is to notify other members of the client's care team of individual's behaviors or incidents, document for the protection of our professionals and facility, and to continually improve our programs through preventing injury or harm.

### **Procedure**

#### **1. Cause for completion of Incident Report Form**

An Incident Report Form must be completed if a client has a significant negative behavioral incident that is currently being addressed as a part of their treatment plan. This may also involve harm that they have caused towards themselves or others. Incident Report Forms also need to be completed if any form of first aid is administered by any individual. "Near misses" will also require an Incident Report Form; this involves an event where someone may have been injured but this was not the result.

#### **2. Use of Incident Report Forms**

Incident Report Forms are important documentation to be used for the treatment team to identify the necessary precautions or areas of concern to address for clients. They are also used for quality improvement measures to prevent and reduce the risks to prevent injury or harm to clients and staff members. This documentation is important for our facility to provide proof of an incident to protect our staff and facility from legal action through proof of following policies and procedures.

#### **3. Procedures for Incident**

##### **1. When an injury occurs first following training from CPR and First Aid Certification, as necessary**

a) If this is a behavioral incident follow facility protocol to protect self and others (using de-escalation, then restraints as the last option).

##### **2. Once the individual is free of harm and medical attention has been administered either by staff or medical professional, fill out the Incident Report Form.**

##### **3. An Incident Report Form must be filled out by each staff member that witnessed and/or was involved in the incident with their perspective.**

##### **4. The involved staff members will provide the completed Incident Report Form to the following by 5pm of the same day:**

a) Equestrian Program Manager if the incident was during an Equestrian Program.

b) Recreation Program Coordinator for the Ski/Snowboard Program or the Climbing Program depending what program the incident occurs during.

##### **5. The supervisor will then file and disperse the form to the client(s) case workers, treatment teams, or their supervisor as necessary.**

a) The Incident Report Form will be sent to the appropriate personnel then filed in the clients' folder at the National Ability Center for proof of documentation.

##### **6. Incident Report Forms will be filed in the client files until the client no longer attends NAC programming. Files are then archived and stored as documentation.**

#### **4. A copy of the Incident Report Form is provided on the following page.**

**National Ability Center  
Incident Report Form  
Revised 3/11/2019**



**Please submit this form to your supervisor before 5:00pm the day of the incident.**

Type of Occurrence:  Incident  Near Miss  Behavior Incident  Health/Illness

Consequence:  Injury (Able to Continue in Activity)  Injury (Unable to Continue in Activity)

Possible Injury  Health/Illness  Other (Please Describe)

Was the above consequence a pre-existing condition?  No  Yes

Program: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Name of injured or ill person: \_\_\_\_\_

Student  Staff  Volunteer  Other

If a minor, legal guardian's name: \_\_\_\_\_ Phone Number: \_\_\_\_\_

Description of the incident (What and how it happened): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Describe location of the site where the incident occurred: \_\_\_\_\_

\_\_\_\_\_

Describe the weather: \_\_\_\_\_

Temperature (estimate if necessary): \_\_\_\_\_ F

Describe the person's mental status during the incident:

Confused  Calm  Panicked  Aggressive  Other: \_\_\_\_\_

Did equipment contribute in any way to the incident?  Yes  No

If yes, please describe: \_\_\_\_\_

Chief Complaint(s): \_\_\_\_\_

First aid performed by: \_\_\_\_\_ First aid performed: \_\_\_\_\_

Was EMS or ski patrol called?  Yes  No

What time was EMS/ski patrol called? \_\_\_\_\_ When did they arrive? \_\_\_\_\_

What time was the individual transported? \_\_\_\_\_ Destination? \_\_\_\_\_

---

NAC Staff Filling Out Form: \_\_\_\_\_ Date: \_\_\_\_\_

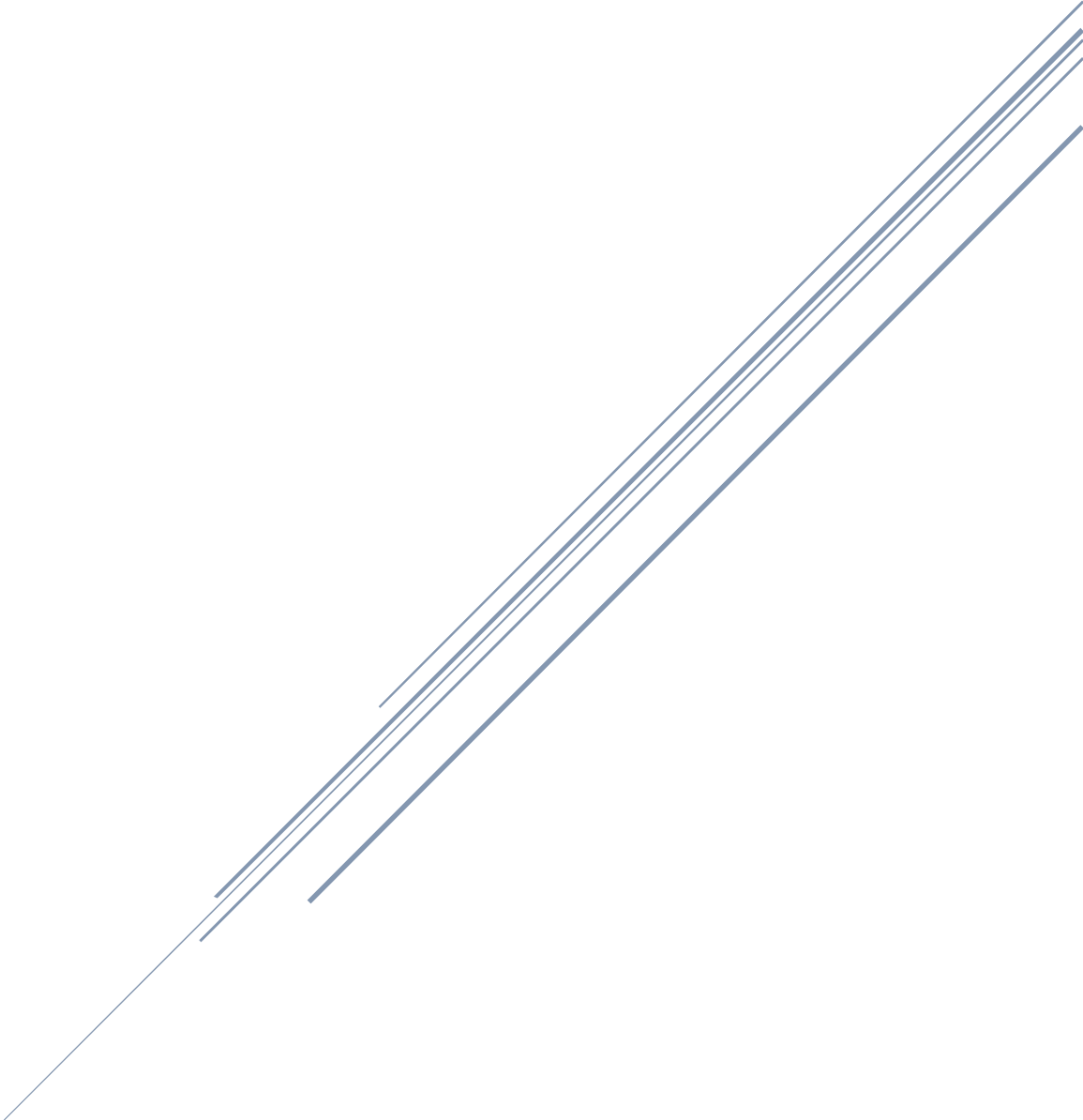
Witnesses: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Program Director Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Fiscal Management Plan

Manager: Savannah Talbot Team: Nyia Hanseen, Adam Parker, Sarah Smith





**Climbing Program Operating Budget – Personnel**

<b>Personnel/Name</b>	<b>FTE</b>	<b>Hourly</b>	<b>Annual</b>	<b>Benefits</b>	<b>Total</b>
Program Manager	1	\$ 25.00	\$ 52,000.00	0.32	\$ 68,640.00
Rec Program Coordinator	1	\$ 15.00	\$ 31,200.00	0.32	\$ 41,184.00
Climbing Instructor	1	\$ 20.00	\$ 41,600.00	0.32	\$ 54,912.00
Climbing Instructor	1	\$ 20.00	\$ 41,600.00	0.32	\$ 54,912.00
Climbing Instructor	1	\$ 20.00	\$ 41,600.00	0.32	\$ 54,912.00

**Recreation Programs Manager:** The Recreation Programs Manager is a TRS/CTRS that is responsible for the safety, planning, coordination and supervision of the National Ability Center’s climbing program. This individual will be developing and implementing safe and new adaptive climbing systems for climbing. This position will be responsible for overseeing the climbing instructors, volunteers and participants in those programs. This position will also be in charge of coordinating and evaluating the climbing program, recruit, hire, and mentor staff, document key information for analysis, actively participate as a team member in all required staff meetings and training, and comply with National Ability Center safety and health policies and procedures. This position also oversees the ski and snowboard program and the hours of work will be split between the two programs. Therefore, the program manager will work approximately 20 hours a week specifically with the climbing program.

**Recreation Program Coordinator:** This position entails the scheduling and coordinating of climbing sessions. This is a full time (40 hours/week) position that is specifically dedicated to the climbing program and is mostly concerned with scheduling and coordinating of climbing both on campus at the NAC as well as off campus at the Momentum climbing gyms and outdoor climbing locations.

**Climbing Instructor (3):** The Climbing instructors are TRS/CTRSs who facilitate the climbing interventions as well as instruct, supervise, and provide safe quality climbing wall experiences to participants. There are three instructors that will facilitate the program activities in order to provide enough opportunity for all of the participants to receive quality, individualized care. Each climbing instructor will oversee either 2 or 3 volunteers during sessions. Each instructor will dedicate an average of 12 hours a week that will be spent in climbing sessions, travel to sessions, planning, and documentation.

**Climbing Program Operating Budget – Line Item – Direct Cost**

<b>Supplies</b>	<b>Unit Cost</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY.</b>	<b>JUN.</b>	<b>JUL.</b>	<b>AUG.</b>	<b>SEP.</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>TOTAL</b>
Lysol	4.25	\$16.99	\$ 16.99	\$ 16.99	\$ 33.98	\$ 33.98	\$ 33.98	\$ 33.98	\$33.98	\$ 16.99	\$ 16.99	\$ 16.99	\$ 16.99	\$ 288.83
Chalk	32.65				\$ 97.95					\$ 65.30				\$ 163.25
Sunscreen	48					\$ 48.00		\$ 48.00						\$ 96.00
Athletic Tape	23	\$23.00												\$ 23.00
Belaying Gloves	12.76				\$ 127.60									\$ 127.60
													<b>Grand Total</b>	\$ 698.68

Lysol	<p>Lysol will be used frequently throughout the summer months during the summer climbing program. Therefore, Lysol will be purchased monthly, instead of bi-monthly.</p> <p>Lysol comes in a 4 pack, and one 4 pack is sufficient bi-monthly during the off season, but two 4 packs are necessary for the summer months.</p>
Chalk	<p>One lb. loose chalk is \$32.65. 2 lb.'s of chalk will be purchased once for the winter months in September if necessary and 3lb.'s of chalk will be purchased once right before the summer climbing season in April.</p>
Sunscreen	<p>1 lb. gallon of sunscreen with a pump is \$48 and 1 lb. of sunscreen will be bought twice throughout the summer months in May and July.</p>
Athletic Tape	<p>Bulk pro grade athletic tape is \$23 dollars. This will be bought once at the beginning of the year and should last the year.</p>
Belaying Gloves	<p>Belaying gloves are \$12.76. Right before the summer climbing season in April, 10 of the oldest and/or damaged belaying gloves will be replaced.</p>

**Climbing Program Operating Budget – Line Item – Direct Cost**

<b>Equipment</b>	<b>Unit Cost</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY.</b>	<b>JUN.</b>	<b>JUL.</b>	<b>AUG.</b>	<b>SEP.</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>TOTAL</b>
Ropes	\$79.95				\$399.75									\$ 399.75
Harnesses	\$30				\$300									\$ 300.00
Climbing Shoes	\$65				\$650.00									\$ 650.00
Helmets	\$40				\$400.00									\$ 400.00
Belaying Devices/ATC	\$15				\$ 75.00									\$ 75.00
Lock in Carabiners	\$15				\$ 75.00									\$ 75.00
Chalk Bags	\$5				\$ 25.00									\$ 25.00
													<b>Grand Total</b>	\$ 1,924.75

Ropes	Ropes can last up to 3 years, if using ropes 2 times per week. Every year, it would be a good idea to replace 5 of the ropes right before the summer climbing season that are 3 years or older. $79.95 \times 5 = 399.75$
Harnesses	Replacing 10 of the oldest or damaged harnesses and replacing them right before the summer climbing season.
Climbing Shoes	Replacing 10 of the oldest or damaged pairs of shoes and replacing them right before the summer climbing season.
Helmets	Replacing 10 of the oldest or damaged helmets and replacing them right before the summer climbing season.
Belaying Devices/ATC	Updating and/or replacing 5 of the oldest or damaged belaying devices/ATC's right before the summer climbing season.
Lock in Carabiners	Updating and/or replacing 5 of the oldest or damaged lock in carabiners right before the summer climbing season.
Chalk Bags	Replacing 5 of the oldest or damaged chalk bags right before the summer climbing season.

**Climbing Program Client Volume**

<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY</b>	<b>JUN.</b>	<b>JUL.</b>	<b>AUG.</b>	<b>SEP.</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>Total</b>
156	156	120	156	156	144	192	204	180	168	180	180	1,992

The Climbing program has 3 climbing instructors that run the program. Each employee can manage two volunteers and one client is assigned to one volunteer.
Each session will have 3 employees, 6 volunteers, and 6 clients at maximum with Rock On! being an exception with 3 instructors, 9 volunteers and 9 clients per session.
The indoor rock-climbing program runs year-round at the NAC with sessions being Monday through Friday at 3pm for 75 minutes.
From June 1 to July 31 and September 1 to October 31 indoors at Momentum Gym in Millcreek for an hour each Thursday.
From July 1 to August 31 and October 1 to December 31 indoors at Momentum Gym in Sandy for an hour each Tuesday.
Outdoor climbing begins in Big and Little Cottonwood Canyons July 1 and ends August 31 for 2.5-hour sessions each Friday.
Rock On! occurs 4 times a year for 8 weeks (January-February, April-May, August-September, and November-December) each Saturday for an hour.

<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>		
120	120	120	120	120	120	120	120	120	120	120	120		<b>All Year</b>
						24	24						<b>Outdoor</b>
						24	24		24	24	24		<b>Sandy</b>
					24	24		24	24				<b>Millcreek</b>
36	36		36	36			36	36		36	36		<b>Rock On!</b>
156	156	120	156	156	144	192	204	180	168	180	180	1992	<b>Total</b>

**Climbing Program Activity Based Costing**

<b>Program</b>	<b>Volume</b>	<b>Staff Cost</b>	<b>Supplies &amp; Equipment</b>	<b>Direct Costs</b>	<b>Other Indirect - Rock Wall Maintenance</b>	<b>Other Indirect Costs*</b>	<b>Total Indirect Costs</b>	<b>Total Cost</b>	<b>Activity Unit Cost</b>
Climbing	1,992	\$ 94,640.00	\$ 2,623.43	\$ 97,263.43	\$ 100.00	\$ 38,905.37	\$ 39,005.37	\$ 136,268.80	\$68.41

\*Other Indirect Costs are estimated at 40% of the total of the direct costs.

## **Climbing Program Capital Expenses**

This document addresses the expenses related to the Climbing Program for the National Ability Center Recreational Therapy Department. The items outlined below are considered capital expenses as they are not replaced on a yearly basis but are crucial to delivery of the program.

### **Quick Draws-\$200**

Quick draws will be utilized by staff members during outdoor climbing trips in order to safely set up top rope systems. Quick draws will be provided for staff to utilize only on climbing trips for the National Ability Center. Because quick draws will have limited use, they will not need to be replaced on a yearly basis but will be replaced when deemed unsafe for use.

### **Storage Tubs-\$100**

In order to protect and ensure the safety of all climbing equipment, storage tubs must be purchased to store the gear. This will allow for gear to be stored away from dirt and moisture. In addition, solid storage tubs will allow for greater organization and easier transportation of gear.

### **Adaptive Climbing Equipment-\$1025**

It is necessary to possess adaptive equipment in order to provide rock climbing programs to individuals with paralysis or physical disabilities. Because this equipment is less frequently used, it will not need to be replaced each season. The items listed are considered one-time-purchases that will be replaced as they become worn and deemed unsafe for use. The following items are considered specific to the adaptive climbing equipment (item quantity is 1 unless noted within parentheses):

- Petzl 8003 Harness-\$100
  - Full body harness utilized for people with great support needs
- Petzl Ascension Device-\$65
  - Allows for ascension of rope for individuals wishing to climb who may lack the ability to grip climbing holds
- Petzl Gemini-\$90
  - Type of pulley used to build mechanical advantage systems
- Active Hands (2)- \$170
  - Adaptive device that assist individuals in gripping equipment
- Petzl OK Carabiners (3)-\$50
  - Locking carabiners used in mechanical advantage systems
- Petzl Swivel- \$60
  - Used for hauling and mechanical advantage systems
- Petzl Delta Carabiners (3)- \$40
  - Locking carabiners used in mechanical advantage systems
- Petzl Jag Traxion-\$120
  - Type of pulley used to build mechanical advantage systems
- Misty Mountain Easy Seat-\$330
  - Type of climbing harness utilized for individuals requiring extra support while climbing

## **National Ability Center Revenue**

This document addresses the sources of revenue for the National Ability Center. In addition, this document outlines the percentage of revenue that relates directly to the Recreational Therapy Department.

### **Contributions-Cash and In-Kind Donations**

Percentage of NAC Overall Revenue: 26.4%

Percentage of Recreational Therapy Department funding provided by Contributions: 30%

Percentage generated by Recreational Therapy Department: 5%

Each year, the National Ability Center receives approximately 2.5 million dollars in donations. These donations may be in-kind or cash donations and are received from hundreds of donors. Approximately, 30 percent of revenue generated through contributions is utilized by the Recreational Therapy Department to facilitate programs such as skiing, rock climbing, and equestrian programs. Though the Recreational Therapy Department does not directly make contributions, it is likely that contact with participants may lead to approximately 5 percent of the amount of contributions.

### **Capital Campaign**

Percentage of NAC Overall Revenue: 21.4%

Percentage of Recreational Therapy Department funding provided by Capital Campaign: 0%

Percentage generated by Recreational Therapy Department: 0%

The National Ability Center often utilizes capital campaigns in order to expand the amount of services that we can provide. Capital campaign revenue is generated through pledges, payments, and gifts and is used to build new infrastructure. Because of the purpose of the campaign, the Recreational Therapy Department does not receive any portion of this revenue nor does it generate revenue related to capital campaigns.

### **Special Events**

Percentage of NAC Overall Revenue: 21.7%

Percentage of Recreational Therapy Department funding provided by Special Events: 30%

Percentage generated by Recreational Therapy Department: 0%

The National Ability Center hosts several special events throughout the year that bring in slightly less than a quarter of revenue. These events include Red, White, and Snow, and the Summit Challenge. Because the Recreational Therapy Department does not host these events, they are not responsible for generating any of this revenue; however, they do receive about a third of their total funding from special events revenue.

### **Program Revenue and Dues**

Percentage of NAC Overall Revenue: 12.6%

Percentage of Recreational Therapy Department funding provided by Program Revenue: 30%

Percentage generated by Recreational Therapy Department: 75%

The National Ability Center utilizes program membership dues and program fees to generate revenue related to programming. Because most of this programming falls under the Recreational Therapy Department, they bring

## National Ability Center – Fiscal Management Plan

in approximately 75% of revenue generated from fees. Likewise, much of this revenue is applied to Recreational Therapy programs and accounts for about a third of the Recreational Therapy Department's funding.

### **Grants**

Percentage of NAC Overall Revenue: 10.7%

Percentage of Recreational Therapy Department funding provided by Grants: 10%

Percentage generated by Recreation Therapy Department: 5%

The National Ability Center relies on many different grants in order to provide programming and programming support. Grants are often applied to specific programs or positions within the facility. The Recreational Therapy Department generates about 5% of grant revenue through applying for various grants and receives in total about 10% of their total annual funding from grant revenue.

### **Program Lodging**

Percentage of NAC Overall Revenue: 2.5%

Percentage of Recreational Therapy Department funding provided by Program Lodging: 0%

Percentage generated by Recreation Therapy Department: 15%

The National Ability Center receives a small portion of its revenue from the lodge that is located on the property. Because the lodge generates a small amount of revenue, all revenue is applied back into the lodge therefore the Recreational Therapy Department does not receive any funding from this revenue source. The Recreational Therapy Department at times will have groups come in that stay at the lodge and there for helps to generate 15% of the revenue associated with program lodging.

### **Return on Investments**

Percentage of NAC Overall Revenue: 3.4%

Percentage of Recreational Therapy Department funding provided by Return on Investments: 0% Percentage generated by Recreation Therapy Department: 0%

The National Ability Center generates a small amount of revenue through investments. Investments are made in a variety of accounts and revenue is based on interest earned. The Recreational Therapy Department does not receive any funding from return on investments nor does it generate any of this revenue source.

### **Other Income**

Percentage of NAC Overall Revenue: 1.3%

Percentage of Recreational Therapy Department funding provided by Other Income: 0%

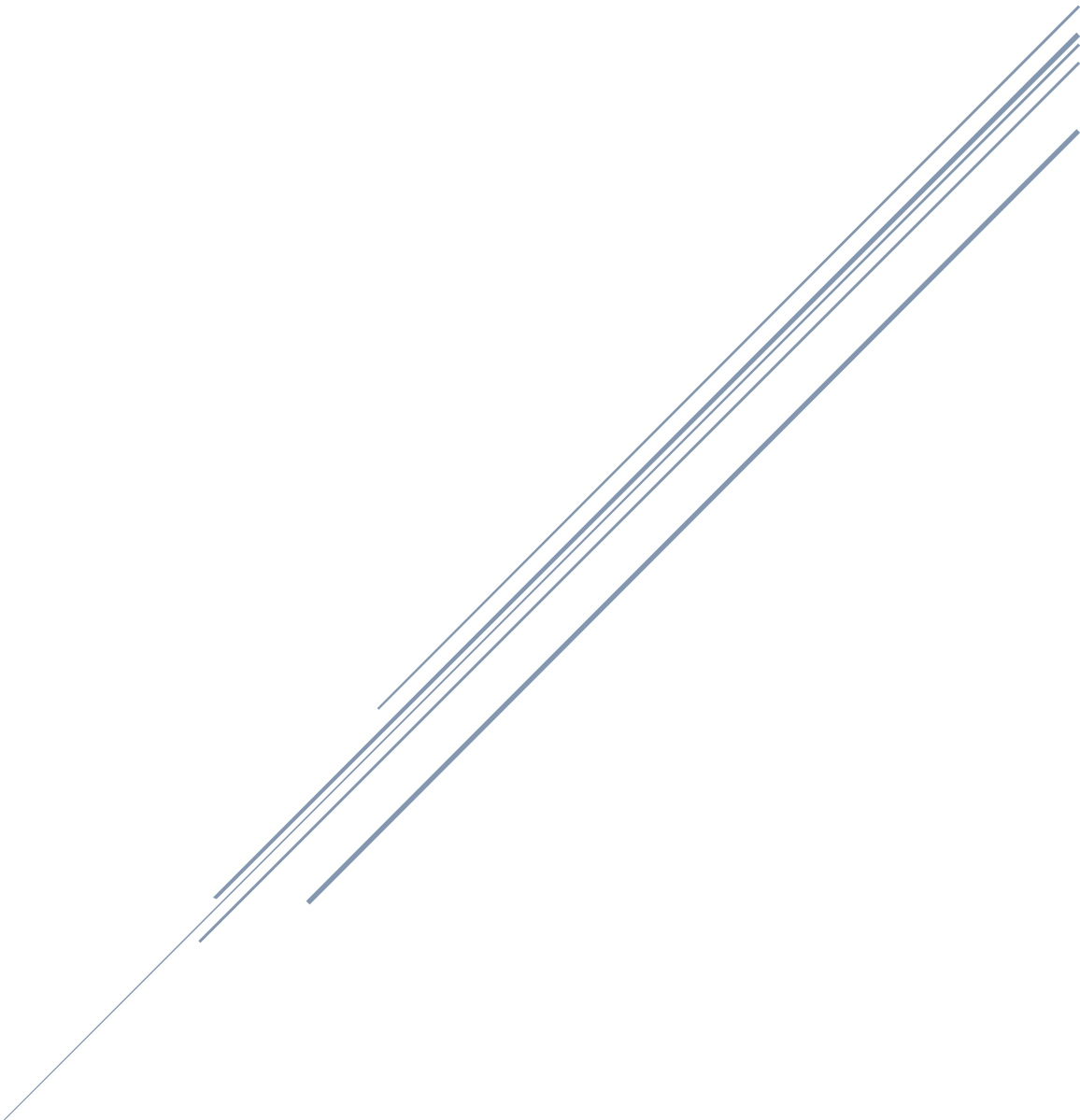
Percentage generated by Recreation Therapy Department: 0%

The National Ability Center also generates a small amount of revenue in other income. This is any income that cannot be accounted for in the other categories. The Recreational Therapy Department does not generate nor receive funding from this revenue source.



# Personnel Management Plan

Manager: Nyia Hanseen Team: Adam Parker, Sarah Smith, Savannah Talbot



## **Program & Educational Director, MTRS**

### **Job Summary**

The National Ability Center Program and Educational Director is a key member of the leadership team who oversees a wide variety of programs, both seasonal and year-round. Activities include alpine and nordic skiing, snowboarding, snowshoeing, horseback riding, hippotherapy, indoor rock climbing, swimming, archery, sled hockey, cycling, water-skiing, wakeboarding, kayaking, canoeing, paddle boarding, whitewater rafting, and challenge course activities. The Program and Educational Director should have a working knowledge of the above listed activities and may assist in programs as needed.

The Program and Educational Director is a full time, benefited position that is responsible for overseeing managers in the process of planning, developing and implementing of all equestrian and recreation-related programs. A primary function of this and every other job at the National Ability Center (NAC) is to ensure that each member, guest and visitor of NAC receives the highest caliber of service. The Program and Educational Director directly oversees the Equestrian Program Manager and Recreation Program Manager and indirectly supervises all employees in both of these programs. The Program and Educational Director reports to the Chief Executive Officer of the National Ability Center.

The Program and Educational Director must be aware of all policies and procedures at the NAC. Also, they must recognize that outdoor recreation is fun, provides physical challenge, requires development of life-long skills, and inspires wonder and awe of the natural world.

### **Tasks and Responsibilities**

- Implement and supervise safety/risk management protocols in a caring and fun environment for participants, volunteers, and staff.
- Work with Equestrian and Recreation Program Managers to evaluate and refine policies and procedures.
- Manage relationships and treatment of all employees in the Equestrian and Recreation Programs in conjunction with the Program Managers.
- Ensure quality of programs and compliance with legal and organizational standards
- Support special events.
- Communicate clearly, honestly, and respectfully with all staff, participants, parents, and volunteers.
- Manage staff meetings with managers as well as program staff.
- Create a nurturing, positive, and professional environment while promoting program policies and procedures among staff, volunteers, and community.
- Commit to continuing education in your field utilizing internal and external resources to ensure our programs sustain continual responsiveness and improvement.
- Work with program employees and managers to develop continuing education opportunities.
- Work with program staff on annual planning, including budget, forecasting, and program goals.
- Work with Marketing/Outreach on Program promotion plan to ensure achievement adequate participation levels.
- Work with Program Managers to determine equipment and personnel needs each quarter.
- Commitment to a positive, fun and team-oriented working environment.
- Ability to be flexible, creative and adaptable to situations.
- Comfortable working in all conditions including outdoors and in inclement weather.
- Current First Aid and CPR certification.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.
- Participate fully as a member of the National Ability Center's management team.

## National Ability Center – Personnel Management Plan

- Promote and exemplify program policies and procedures among staff, volunteers and community.
- Comply with National Ability Center safety and health policies and procedures.
- Other duties as identified.

### **Skills and Qualifications**

- Must be currently licensed and certified (minimum Master Therapeutic Recreation Specialist (MTRS), Certified Therapeutic Recreation Specialist (CTRS)) in the State of Utah to practice Recreational Therapy.
- Must be willing to maintain license and certification throughout duration of employment.
- Excellent interpersonal communication, relationship building and stewardship skills; ability to personally connect with, network and engage diverse groups of internal and external stakeholders.
- Excellent organizational skills.
- Ability to work and make decisions independently.
- Clear understanding of organizational risk management standards.
- Clear understanding of ATRA's standards of practice and ability to utilize them in program development.
- Clear understanding of facility policies and procedures and ability to evaluate and enforce them.
- Working knowledge of email and Microsoft Office applications.
- Ability to organize and manage multiple priorities.
- Ability to set long terms goals and plans through collaborations with other employees, managers, and senior staff.
- Demonstrated ability to work productively and collaboratively within a team.
- Flexible with a strong work ethic and an entrepreneurial spirit to accommodate multiple responsibilities and shifting priorities.
- Ability to work occasional weekend days and evenings.
- Ability to work well with others and motivate people.
- Demonstrated history of responsibility, dependability, and maturity.
- Ability to positively receive and provide job coaching for personnel development.
- Commitment to a positive, fun and team-oriented working environment.
- Master's Degree in Therapeutic Recreation.
- Minimum of 5 years of experience in Recreational Therapy.
- A minimum of 5 years of supervisory or management responsibilities.
- Experience in the recreation/adaptive recreation industry.
- Valid Driver's License; must verify own auto insurance.

## **Equestrian Program Manager, TRS, CTRS**

### **Job Summary**

The National Ability Center Equestrian Program Manager is part of the organization leadership team which oversees a wide variety of programs both seasonally and year-round. Activities include alpine and nordic skiing, snowboarding, snowshoeing, horseback riding, hippotherapy, indoor rock climbing, swimming, archery, sled hockey, cycling, water-skiing, wakeboarding, kayaking, canoeing, paddle boarding, and challenge course activities. The Equestrian Program Manager may be asked to assist in other programs when needed.

The Equestrian Program Manager is a full-time benefited position that is responsible for the planning, development, implementation, and evaluation of all Equestrian related programs, including but not limited to the following: adaptive riding, hippotherapy, and equine assisted learning. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest and visitor of NAC receives the highest caliber of service. The Equestrian Program Manager will oversee all volunteer coordinators, equine resources coordinators, instructors, and other staff as assigned. The Equestrian Program Manager reports directly to the Program and Educational Director.

The Equestrian Program Manager must be aware of all policies and procedures as well as recognize that outdoor recreation is fun, provides physical challenge, requires development of life-long skills, and inspires wonder and awe of the natural world.

### **Tasks and Responsibilities**

- Implement and supervise safety/risk management protocols in a caring and fun environment for participants, volunteers and staff.
- Develop and manage relationships with potential program participants and referring agencies.
- Oversee management of non-session groups, groups that do not attend on a regular basis, such as Discovery Camps and all special groups.
- Manage all Equestrian Program coordinators, instructors and interns.
- Ensure quality of programs and compliance with Professional Association of Therapeutic Horsemanship (PATH) and American Hippotherapy Association (AHA) standards.
- Manage horse intake and retirement in line with identified program needs.
- Oversee management of participant files, progress notes, and evaluations.
- Create, promote and implement policies and procedures related to horse schooling/training.
- Assist in feeding and care of horses and scheduling necessary appointments related to animal health.
- Support special events.
- Teach/assist with riding, Equine Facilitated Learning (EFL), and Hippotherapy lessons, as needed.
- Coordinate with Competition and Program Events Manager on Para dressage competitions, the Annual Horse Show.
- Coordinate with Program and Education Director to develop and provide continuing education opportunities for Equestrian Program staff as well as provide continued coaching to improve staff teaching/facilitation skills.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Manage Equestrian Program staff meetings and publish notes from each meeting.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among staff, volunteers and community.

## National Ability Center – Personnel Management Plan

- Commit to continuing education in your field utilizing internal and external resources to ensure NAC programs demonstrate continual improvement.
- Work with program staff on annual planning, including budget, forecasting and program goals.
- Work with Marketing/Outreach on Program promotion plan to ensure the achievement of successful participation levels.
- Maintain program inventory, including notes about condition of riding, tacking, grooming, and other program equipment.
- Maintain program equipment wish list and update it regularly.
- Demonstrated skill in handling horses, including grooming, tacking, turn out/bring in, handling gates, identifying colic and lameness, etc.
- Commitment to a positive, fun and team-oriented working environment
- Ability to be flexible, creative and adaptable to situations.
- Ability to consistently lift, carry and transfer participants, hay bales and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more consecutive hours including stooping, bending, crouching and repetitive hand motions.
- Comfortable working in all conditions including outdoors and in inclement weather.
- Current First Aid and CPR certification.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.
- Participate fully as a member of the National Ability Center staff team.
- Promote and exemplify program policies and procedures among staff, volunteers and community.
- Comply with National Ability Center safety and health policies and procedures.
- Other duties as identified.

## Skills and Qualifications

- Must be currently licensed and certified (minimum Therapeutic Recreation Specialist (TRS), Certified Therapeutic Recreation Specialist (CTRS)) in the State of Utah to practice Recreational Therapy.
- Must be willing to maintain license and certification throughout duration of employment.
- Riding skill proficiency at a minimum: walk, trot, and canter on a variety of horses and disciplines.
- Must meet PATH Intl. Registered Level riding criteria.
- Demonstrated ability to ride and school a wide variety of horses (English, Western, Bareback, etc.).
- Excellent interpersonal communication, relationship building and stewardship skills; ability to personally connect with, network and engage diverse groups of internal and external stakeholders.
- Excellent organizational skills.
- Ability to work and make decisions independently.
- Demonstrated history of responsibility, dependability, and maturity.
- Clear understanding of organizational risk management standards.
- Working knowledge of email and Microsoft Office applications.
- Working knowledge and skills with PATH, AHA, and Equine Assisted Growth and Learning Association (EAGALA) practices and standards.
- Ability to organize and manage multiple priorities.
- Demonstrated ability to work productively and collaboratively within a team.
- Flexible with a strong work ethic and an entrepreneurial spirit to accommodate multiple responsibilities and shifting priorities.
- Ability to work occasional weekend days and evenings.
- Ability to work well with others and motivate people.
- Ability to positively receive and provide job coaching for personnel development.
- Commitment to a positive, fun and team-oriented working environment.

## National Ability Center – Personnel Management Plan

- B.A. or B.S. Degree in Therapeutic Recreation or related field.
- PATH Registered level certification.
- PATH Equine Specialist in Mental Health and Learning certification.
- Minimum of 3 years horse management, health care, riding, and training.
- A minimum of 3 years of supervisory responsibilities.
- Valid Driver's License; must verify own auto insurance.

**Equine Instructor/Volunteer Coordinator, TRS, CTRS**

**Job Summary**

The National Ability Center, a rapidly growing national nonprofit, seeks a passionate instructor to provide safe and high quality private and/or group horseback riding lessons to participants of all abilities and provide administrator support to the Equestrian Program. This includes conducting participant assessments, creating lesson plans, providing lessons, barn chores, schooling horses and supporting the equestrian team with the daily functions of the Equestrian Program. This position will also be in charge of organizing and supervising Equestrian Program volunteers. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

**Tasks and Responsibilities**

- Implement and supervise safety/risk management protocols in a caring and fun environment for participants, volunteers and staff.
- Teach adaptive horseback riding lessons, long line for Hippotherapy treatment sessions and other roles as assigned.
- Train, schedule, and supervise volunteers.
- Conduct pre-lesson activities as assigned, such as complete participant assessments, create lesson plans, review progress notes, prepare for lesson activities, and lunge horses.
- Conduct post-lesson activities, such as discuss lesson with parents, interns and volunteers, put tack and arena props away, write progress notes on each student, clean the barn, and feed horses.
- Maintain accurate skills progression checklists for each participant.
- Assist with summer camps, trail rides and special groups
- Maintain the saddle fit chart, at least 2x/year, upon arrival of new trial horses, and proactively when behavior issues arise or body composition changes are noted in program horses.
- Inform supervisor of any program delivery issues or concerns, equipment concerns and/or equipment maintenance needs.
- Provide general feedback in a solution-driven, appropriate manner utilizing established means.
- Abide by all policies and procedures in the Employee Handbook and relevant program specific manuals.
- On-call duties for emergency horse transportation, as assigned.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among participants, their families, staff, volunteers and the community.
- Assist in daily care of horses as assigned: schooling, feeding, and medical care when necessary.
- Commit to continuing education in the field of Recreational Therapy utilizing internal and external resources to ensure the programs sustain continual responsiveness and improvement.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Assist with special events including pre- and post- event tasks, as assigned.
- Assist equestrian management, as requested.
- Assist in training volunteers, as requested.
- Attend and engage in required staff meetings and trainings.
- Adhere to the National Ability Center's Core Values.
- Other duties as specified.

## Skills and Qualifications

- PATH Registered level certification or above, or ability to achieve certification within six months of being hired.
- Previous experience teaching horseback riding lessons preferred.
- Previous experience working with people with disabilities preferred.
- Working knowledge of disabilities and PATH standards.
- Ability to ride and school a wide variety of horses (English, Western, bareback, etc.). Riding skill proficiency demonstrating at a minimum: walk, trot & canter on a variety of horses and disciplines; must meet PATH Registered Level criteria.
- Demonstrated skill in handling horses from the ground, including: grooming, tacking, turn out/bring in, handling gates, identifying colic and lameness, etc.
- Proficient at speaking, reading and writing in English.
- Can work effectively and efficiently under pressure and help motivate employees to meet demands.
- Demonstrated history of responsibility, dependability, and maturity.
- Understanding of organizational risk management standards.
- Ability to be flexible, creative and adaptable to situations.
- Current First Aid and CPR certification.
- Ability to consistently lift, carry and transfer participants, hay bales and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more hours intermittently, including stooping, bending, crouching and repetitive hand motions.
- Comfortable working in all conditions including outdoors and inclement weather.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.
- Valid Utah State Driver's License; must verify own auto insurance.
- Successful completion of a background check.
- Commitment to a positive, fun and team-oriented working environment.
- Certified Therapeutic Recreation Specialist and Licensed as a TRS in the state of Utah required.



## **Equine Resource Coordinator**

### **Job Summary**

The National Ability Center, a rapidly growing nonprofit, seeks a passionate and organized Resource Coordinator to support the Equine Program. This includes finding and purchasing necessary equipment for adaptive riding, caring for horses, and keeping the barn well-stocked. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Stay up-to date on adaptive equipment that may be useful for participants in the Equestrian Program.
- Manage the barn including staff onboarding/offboarding, necessary supplies, and organization.
- Maintain equipment such as horse tackle, safety equipment, and horse management.
- Provide general feedback in a solution-driven, appropriate manner utilizing established means.
- Abide by all policies and procedures in the Employee Handbook and relevant program specific manuals.
- On-call duties for emergency horse transportation, as assigned.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among participants, their families, staff, volunteers and the community.
- Assist in daily care of horses as assigned: schooling, feeding, and medical care when necessary.
- Commit to continuing education in the field of Recreational Therapy utilizing internal and external resources to ensure the programs sustain continual responsiveness and improvement.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Assist with special events including pre- and post-event tasks, as assigned.
- Assist equestrian management, as requested.
- Assist in training volunteers, as requested.
- Attend and engage in required staff meetings and trainings.
- Adhere to the National Ability Center Core Values.
- Other duties as specified.

### **Skills and Qualifications**

- PATH Registered level certification or above preferred.
- Previous experience managing horse required.
- Previous experience working with people with disabilities preferred.
- Working knowledge of disabilities and PATH standards.
- Demonstrated skill in handling horses from the ground, including: grooming, tacking, turn out/bring in, handling gates, identifying colic and lameness, etc.
- Proficient at speaking, reading and writing in English
- Can work effectively and efficiently under pressure and help motivate employees to meet demands.
- Demonstrated history of responsibility, dependability, and maturity.
- Understanding of organizational risk management standards.
- Ability to be flexible, creative, and adaptable to situations.
- Current First Aid and CPR certification.
- Ability to consistently lift, carry and transfer participants, hay bales and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more hours intermittently, including stooping, bending, crouching and repetitive hand motions.

## National Ability Center – Personnel Management Plan

- Comfortable working in all conditions including outdoors and inclement weather.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.
- Valid Utah State Driver's License; must verify own auto insurance.
- Successful completion of a background check.
- Commitment to a positive, fun and team-oriented working environment.

## **Equine Instructor, TRS, CTRS**

### **Job Summary**

The National Ability Center, a rapidly growing national nonprofit, seeks a passionate instructor to provide safe and high quality private and/or group horseback riding lessons to participants of all abilities and provide administrator support to the Equestrian Program. This includes conducting participant assessments, creating lesson plans, providing lessons, barn chores, schooling horses and supporting the equestrian team with the daily functions of the Equestrian Program. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Implement and supervise safety/risk management protocols in a caring and fun environment for participants, volunteers and staff.
- Teach adaptive horseback riding lessons, long line for Hippotherapy treatment sessions, and other roles as assigned.
- Conduct pre-lesson activities as assigned, such as complete participant assessments, create lesson plans, review progress notes, and prepare for lesson activities, lunge horses.
- Conduct post-lesson activities, such as discuss lesson with parents, interns and volunteers, put tack and arena props away, write progress notes on each student, clean barn, and feed horses.
- Maintain accurate skills progression checklists for each participant.
- Assist with summer camps, trail rides, and special groups.
- Maintain the saddle fit charts, at least 2x/year, upon arrival of new trial horses, and proactively when behavior issues arise or body composition changes are noted in program horses.
- Inform supervisor of any program delivery issues or concerns, equipment concerns and/or equipment maintenance needs.
- Provide general feedback in a solution-driven, appropriate manner utilizing established means.
- Abide by all policies and procedures in the Employee Handbook and relevant program specific manuals.
- On-call duties for emergency horse transportation, as assigned.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among participants, their families, staff, volunteers and community.
- Assist in daily care of horses as assigned: schooling, feeding, and medical care when necessary.
- Commit to continuing education in the field of Recreational Therapy utilizing internal and external resources to ensure the programs sustain continual responsiveness and improvement.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Assist with special events including pre- and post-event tasks, as assigned.
- Assist equestrian management, as requested.
- Assist in training volunteers, as requested.
- Attend and engage in required staff meetings and training.
- Adhere to the National Ability Center Core Values.
- Other duties as specified.

## Skills and Qualifications

- PATH Registered level certification or above, or ability to achieve certification within six months of being hired.
- Previous experience teaching horseback riding lessons preferred.
- Previous experience working with people with disabilities preferred.
- Working knowledge of disabilities and PATH standards.
- Ability to ride and school a wide variety of horses (English, Western, bareback, etc.). Riding skill proficiency demonstrating at a minimum: walk, trot & canter on a variety of horses and disciplines; must meet PATH Registered Level criteria.
- Demonstrated skill in handling horses from the ground, including: grooming, tacking, turn out/bring in, handling gates, identifying colic and lameness, etc.
- Proficient at speaking, reading and writing in English.
- Can work effectively and efficiently under pressure and help motivate employees to meet demands.
- Demonstrated history of responsibility, dependability, and maturity.
- Understanding of organizational risk management standards.
- Ability to be flexible, creative and adaptable to situations.
- Current First Aid and Cardiopulmonary Resuscitation (CPR) certification.
- Ability to consistently lift, carry and transfer participants, hay bales and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more hours intermittently, including stooping, bending, crouching and repetitive hand motions.
- Comfortable working in all conditions including outdoors and inclement weather.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.
- Valid Utah State Driver's License; must verify own auto insurance.
- Successful completion of a background check.
- Commitment to a positive, fun and team-oriented working environment.
- Certified Therapeutic Recreation Specialist and Licensed as a TRS in the state of Utah required.

## **Equestrian Program Volunteers**

### **Tasks and Responsibilities**

Volunteers in the Equestrian Program are mainly tasked with empowering our participants and helping care for our horses. Our Equestrian Program runs year-round, Tuesday-Sunday, and lessons are 2 hours.

### **Skills and Qualifications**

- Volunteers must be 14 or older.
- No prior training or experience is needed, everything volunteers need to know will be covered in training.
- Volunteers must participate in the program specific volunteer training.

## **Recreation Program Manager, TRS, CTRS**

### **Job Summary**

The Recreation Programs Manager is responsible for the safety, planning, coordination and supervision of the National Ability Center's Outdoor Climbing and Ski & Snowboard Programs. This individual will be developing and implementing safe and new adaptive climbing systems for the Outdoor Climbing Program and evaluate and manage adaptive ski and snowboard equipment. This position will manage and support the Ski and Snowboard Recreation Program Coordinator and the Recreation Program Coordinator. This position will ultimately be responsible for the climbing, ski and snowboard instructor's, volunteers, participants and both of the Coordinators who oversee those programs. The person who is hired for this position should not take lightly the care and safety of all those who participate in these program. This position must comply with National Ability Center's safety and health policies and procedures. This position will be responsible for evaluating the Climbing and Ski and Snowboard programs with the assistance of the Ski and Snowboard Program Coordinator and the Recreation Program Coordinator. When assistance is needed from the Coordinators, this position will assist in conducting interviews for recruitment, hiring and mentoring staff. A key role of this position is documenting key information for analysis. This position will lead staff meetings and trainings for those he/she oversees and actively participate as a team member in all required departmental and facility staff meetings and trainings. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Developing and implementing safe and new adaptive climbing systems for our outdoor climbing program.
- Evaluate and manage adaptive climbing, ski and snowboard equipment.
- Supervise the Ski and Snowboard Recreation Program Coordinator and the Recreation Program Coordinator and assist them in their duties.
- Ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.
- Coordinating and evaluating the Climbing, Ski and Snowboard Program.
- Assist Coordinators in the recruitment and hiring of instructors.
- Mentor and train staff.
- Document key information for analysis.
- Be an active participant as a team member in all departmental and facility required staff meetings and trainings.
- Comply with the National Ability Center's safety and health policies and procedures.

### **Skills and Qualifications**

- Certified Therapeutic Recreation Specialist and Licensed as a TRS in the state of Utah required.
- Must be willing to maintain license and certification during duration of employment.
- Minimum of two years increasing responsibilities in adventure or recreation program management, including prior experience in a coordinator capacity.
- Professional experience and/or 5+ years of experience in guiding outdoor rock climbing (trad and sport).
- Professional experience and/or 5+ years of experience in skiing and/or snowboarding.
- Familiarity with climbing areas the NAC utilizes (Big Cottonwood Canyon, Little Cottonwood Canyon, Echo, City of Rocks, Moab).

## National Ability Center – Personnel Management Plan

- Proficiency in a range of outdoor skills including but not limited to rock climbing, whitewater rafting/paddling, mountain biking, challenge courses/group facilitation and more.
- Single Pitch Instructor (SPI), Wilderness First Responder (WFR) certifications preferred. WFR required within 6 months of employment.
- Experience with professional outdoor industry associations preferred.
- Ability to remain calm in busy highly populated and/or stressful environments and to be amenable to change.
- Considerable knowledge of adaptive recreation philosophy, planning and administration
- A working knowledge of all abilities.
- Solid computer skills including proficiency in Microsoft Word, Excel, Salesforce and other business and internet applications. Database management preferred.
- Ability to establish and maintain effective working relationships with employees, supervisors, other agencies, participants, instructors, community partners and the public.
- Must be able lift and maneuver equipment weighing 50 lbs. and occasionally more.
- Must be comfortable working in inside and outdoors in possible inclement weather.
- Demonstrated ability to work productively and collaboratively within a team.
- Flexible with a strong work ethic and an entrepreneurial spirit to accommodate multiple responsibilities and shifting priorities.
- Successful completion of a background check.
- Ability to work weekend days and evenings as needed.
- Ability to obtain UDOT certification.
- Valid Driver's License; must verify own auto insurance.

## **Ski and Snowboard Recreation Program Coordinator**

### **Job Summary**

The National Ability Center, a rapidly growing nonprofit, seeks a passionate and organized Ski and Snowboard Coordinator to support the Ski and Snowboard Program. This includes finding and purchasing necessary adaptive equipment, hiring and managing instructors, and organizing volunteers for the program. This position reports directly to the Recreation Program Manager and will assist in evaluating and implementing identified needed changes to the Ski and Snowboard Program for quality care and improvement. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Stay up-to date on adaptive equipment that may be useful for participants in the Ski and Snowboard Program.
- Manage the mountain office including staff and volunteer onboarding/offboarding, necessary supplies, and organization.
- Maintain equipment such as checking safety, stability, and wear.
- Provide general feedback in a solution-driven, appropriate manner utilizing established means.
- Abide by all policies and procedures in the Employee Handbook and relevant program specific manuals.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among participants, their families, staff, volunteers and the community.
- Commit to continuing education in the field of adaptive snow sports utilizing internal and external resources to ensure the programs sustain continual responsiveness and improvement.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Assist with special events including pre- and post-event tasks, as assigned.
- Attend and engage in required staff meetings and trainings.
- Adhere to the National Ability Center Core Values.
- Other duties as specified.

### **Skills and Qualifications**

- Previous experience managing employees required.
- Previous experience with adaptive snow sports preferred.
- Previous experience working with people with disabilities preferred.
- Working knowledge of disabilities and PSIA standards.
- Proficient at speaking, reading and writing in English
- Can work effectively and efficiently under pressure and help motivate employees to meet demands.
- Demonstrated history of responsibility, dependability, and maturity.
- Understanding of organizational risk management standards.
- Ability to be flexible, creative, and adaptable to situations.
- Current First Aid and CPR certification.
- Ability to consistently lift, carry and transfer participants and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more hours intermittently, including stooping, bending, crouching and repetitive hand motions.
- Comfortable working in all conditions including outdoors and inclement weather.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.



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- Valid Utah State Driver's License; must verify own auto insurance.
- Successful completion of a background check.
- Commitment to a positive, fun and team-oriented working environment.

## **Recreation Program Coordinator**

### **Job Summary**

The National Ability Center, a rapidly growing nonprofit, seeks a passionate and organized Recreation Program Coordinator to support the Climbing Program. This includes finding and purchasing necessary adaptive equipment, hiring and managing instructors, and organizing volunteers for the program. This position reports directly to the Recreation Program Manager and will assist in evaluating and implementing identified needed changes to the Ski and Snowboard Program for quality care and improvement. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest, and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Stay up-to date on adaptive equipment that may be useful for participants in the Climbing Program.
- Schedule dates and times for sessions at Momentum Gym and for the outdoor climbing sessions.
- Manage the Climbing Program staff and volunteer onboarding/offboarding, necessary supplies, and organization.
- Maintain equipment such as checking safety and wear.
- Provide general feedback in a solution-driven, appropriate manner utilizing established means.
- Abide by all policies and procedures in the Employee Handbook and relevant program specific manuals.
- Create a nurturing, positive and professional environment while promoting program policies and procedures among participants, their families, staff, volunteers and the community.
- Commit to continuing education in the field of adaptive recreation utilizing internal and external resources to ensure the programs sustain continual responsiveness and improvement.
- Communicate clearly, honestly and respectfully with all staff, participants, parents and volunteers.
- Assist with special events including pre- and post-event tasks, as assigned.
- Attend and engage in required staff meetings and trainings.
- Adhere to the National Ability Center Core Values.
- Other duties as specified.

### **Skills and Qualifications**

- Previous experience managing employees required.
- Previous experience with adaptive climbing preferred.
- Previous experience working with people with disabilities preferred.
- Working knowledge of disabilities and climbing equipment.
- Proficient at speaking, reading and writing in English
- Can work effectively and efficiently under pressure and help motivate employees to meet demands.
- Demonstrated history of responsibility, dependability, and maturity.
- Understanding of organizational risk management standards.
- Ability to be flexible, creative, and adaptable to situations.
- Current First Aid and CPR certification.
- Ability to consistently lift, carry and transfer participants and equipment that may weigh 75 or more pounds, stand for up to 6 hours, and walk and run on uneven surfaces for up to 2 or more hours intermittently, including stooping, bending, crouching and repetitive hand motions.
- Comfortable working in all conditions including outdoors and inclement weather.
- Proficient in the application of changing technology, email, Google Docs, and MS Office applications.

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- Valid Utah State Driver's License; must verify own auto insurance.
- Successful completion of a background check.
- Commitment to a positive, fun and team-oriented working environment.

## **Climbing Instructor, TRS, CTRS**

### **Job Summary**

The NAC is currently seeking an experienced and dependable rock climbing instructor for the Indoor Climbing and/or the Summer Outdoor Climbing Program. We are looking for an instructor who is knowledgeable, skilled, motivated, and also a dynamic individual that enjoys teaching rock climbing to participants of all abilities. This includes knowledge of rock climbing equipment and ability to perform on-the spot assessments to identify and create lesson plans for client's success in the program. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Create excitement about climbing among program participants.
- Provide safe and quality climbing experiences to participants in day camps.
- Assist in the design and development of rock climbing camp curriculum.
- Teach and instruct climbing techniques and safety skills in day camps.
- Enforce climbing safety policies and procedures at all times.
- Monitor wall safety practices; remedy or report unsafe practices or conditions immediately.
- Respond to emergency situations and provide first aid when needed; report emergencies to the Recreation Manager.
- Perform general custodial and maintenance functions, including creating new climbing routes, as necessary.
- Prepare, maintain, and submit all program, emergency, and inspection reports to the Recreation Manager, as assigned and required.
- Attend trainings and staff meetings, as requested by the Recreation Manager.
- Other duties as assigned.

### **Skills and Qualifications**

- Must be currently licensed and certified (minimum MTRS, CTRS) in the State of Utah to practice Recreational Therapy.
- Must be willing to maintain license and certification during duration of employment.
- Rock climbing, belay, and instructing experience required.
- Must have adequate indoor and outdoor rock climbing experience as documented in a 'climbing resume'.
- Able to provide exceptional customer service.
- Able to demonstrate proper use of climbing equipment in a competent and confident manner.
- Able to give clear, precise instructions and demonstrations.
- Capable of comfortably top roping 5.9 on outdoor and artificial climbing wall.
- Maintain membership with Climbing Wall Association (CWA).
- Possess current First Aid/CPR certification or be willing to obtain prior to employment.
- Successful completion of background check.
- Must pass a defensive driving course.
- Valid Driver's License; must verify own auto insurance.

## **Climbing Program Volunteers**

### **Tasks and Responsibilities**

Volunteers in the Climbing Program will assist and instruct participants 1-on-1 with climbing under supervision of the climbing instructors. Volunteers will belay participants and ensure participant safety in both top rope climbing and bouldering. Volunteers will assist with basic climbing skill development; assist participants in learning safe climbing techniques and confidently climbing to their goal.

### **Skills and Qualifications**

- The volunteers must be 16 or older.
- Volunteers having basic knowledge of climbing is helpful.
- Volunteers must participate in the program-specific volunteer training.

## **Ski Instructor, TRS, CTRS**

### **Job Summary**

The NAC is currently seeking an experienced and dependable ski instructor for the Ski and Snowboard Program. We are looking for an instructor who is knowledgeable, skilled, motivated, and who is also a dynamic individual that enjoys teaching skiing to participants of all abilities. The Instructor will provide quality ski/snowboard instruction to groups and individuals of all abilities in a safe and fun manner while upholding the National Ability Center's policies and procedures for quality service and safety. The program runs November-April and employees must commit to a PRN or full time position throughout the season. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest and visitor of the National Ability Center receives the highest caliber of service.

### **Tasks and Responsibilities**

- Upholding the highest levels of guest safety on varied terrain in high altitude, with varying winter weather conditions.
- Clearly and accurately instructing assigned levels of skiing to students, both physically and verbally.
- Ensuring that students are matched to appropriate skier skill level and working with supervisors/managers to make appropriate changes when necessary.
- Assisting guests with transportation of equipment.
- Assisting guests to load and unload the chairlift.
- Communicating instructions and helping guests to their feet or adjusting adaptive equipment during a lesson; lifting children by the vest (if applicable).
- Working with guests of all ages and abilities.
- When working with children: supervising children in class at all times; assisting at lunch and snack times; ensuring return of children to identified guardian.
- When working with children: assisting in operational responsibilities of Ski & Snowboard Programs including but not limited to registration process, directing guests to appropriate equipment fitting source, upkeep of outdoor teaching areas, and cleanliness of facilities.
- When working with adaptive equipment: Instructor should be able to safely assist individuals down the slope through tethered ropes attached to equipment and/or remote controls that control equipment direction and speed when necessary and/or assist individuals down the slope through verbal and demonstrational techniques with assistance of additional instructor and/or volunteer.
- When working with adaptive equipment: having a knowledge of the functions and parts of adaptive equipment and ability to check functionality and safety of equipment before participants' use.
- When working with adaptive equipment: being able to assist client in transporting in and out of adaptive equipment.

### **Qualifications**

- Must be currently licensed and certified (minimum MTRS, CTRS) in the State of Utah to practice Recreational Therapy.
- Must be willing to maintain license and certification during duration of employment.
- Attend ski training sessions.
- Current PSIA/AASI Level 1, 2 or 3 certification or equivalent and able to provide proof of certification card.
- Prior experience working as a ski instructor.

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- Ability to consistently lift, carry and transfer participants and equipment that may weigh 75 or more pounds, and participate in various body mechanics including standing, bending, crouching and repetitive hand motions for 6 hours or more.
- Must be fluent in all aspects of the English language (spoken and written).
- Must have excellent guest service skills.
- Must have excellent communication skills.
- Must work well in a team.
- Must successfully complete the background check.
- Must be able to work in inclement weather in a high alpine environment.
- Must have sight, speech, and hearing abilities sufficient to learn skills, follow and provide directions.
- Must be available to work holidays and weekends.
- At minimum, 1 written letter of reference/recommendation and a resume.

### **Snowboard Instructor, TRS, CTRS**

The NAC is currently seeking an experienced and dependable snowboard instructor for the Ski and Snowboard Program. We are looking for an instructor who is knowledgeable, skilled, motivated, and who is also a dynamic individual that enjoys teaching snowboarding to participants of all abilities. The instructor will provide quality snowboard instruction to groups and individuals of all abilities in a safe and fun manner while upholding the National Ability Center's policies and procedures for quality service and safety. The program runs November-April and employees must commit to a PRN or full time position throughout the season. A primary function of this and every other job at the National Ability Center is to ensure that each member, guest and visitor of the National Ability Center receives the highest caliber of service.

#### **Tasks and Responsibilities**

- Upholding the highest levels of guest safety on varied terrain in high altitude, with varying winter weather conditions.
- Clearly and accurately instructing assigned levels of snowboarding to students, both physically and verbally.
- Ensuring that students are matched to appropriate snowboarding skill level and working with supervisors/managers to make appropriate changes when necessary.
- Assisting guests with transportation of equipment.
- Assisting guests to load and unload the chairlift.
- Communicating instructions and helping guests to their feet or adjusting adaptive equipment during a lesson; lifting children by the vest (if applicable).
- Working with guests of all ages and abilities.
- When working with children: supervising children in class at all times; assisting at lunch and snack times; ensuring return of children to identified guardian.
- When working with children: assisting in operational responsibilities of Ski & Snowboard Programs including but not limited to registration process, directing guests to appropriate equipment fitting source, upkeep of outdoor teaching areas, and cleanliness of facilities.

#### **Skills and Qualifications**

- Must be currently licensed and certified (minimum MTRS, CTRS) in the State of Utah to practice Recreational Therapy.
- Must be willing to maintain license and certification during duration of employment.
- Attend snowboard training sessions.
- Current PSIA/AASI Level 1, 2 or 3 certification or equivalent and able to provide proof of certification card.
- Prior experience working as a snowboard instructor.
- Ability to consistently lift, carry and transfer participants and equipment that may weigh 75 or more pounds, and participate in various body mechanics including standing, bending, crouching and repetitive hand motions for 6 hours or more.
- Must be fluent in all aspects of the English language (spoken and written).
- Must have excellent guest service skills.
- Must have excellent communication skills.
- Must work well in a team.
- Must successfully complete the background check.
- Must be able to work in inclement weather in a high alpine environment.



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- Must have sight, speech, and hearing abilities sufficient to learn skills, follow and provide directions.
- Must be available to work holidays and weekends.
- At minimum, 1 written letter of reference/recommendation and a resume.

### **Volunteer Ski/Snowboard instructor**

#### **Tasks and Responsibilities**

This is an advanced volunteer role. Volunteers in the Ski/Snowboarding Program will independently instruct children and adults of all abilities to learn how to ski or snowboard and how to advance their skills. The program runs November-April and volunteers must commit to a minimum of 20 days for the season.

#### **Skills and Qualifications**

- Volunteers must be 18 years of age or older.
- Volunteers should have intermediate to advanced ski or snowboard skills.
- Volunteers must participate in the program specific volunteer training.

### **Volunteer Ski/Snowboard Assistant**

#### **Tasks and Responsibilities**

Ski and snowboard assistant volunteers will work alongside an instructor on ski and snowboard lessons with getting equipment ready, getting on and off of lifts, providing support and encouragement for clients during lessons, and having fun. This is the NAC's biggest volunteer need for the winter. The NAC provides lessons just about every day of the week from November-April.

#### **Skills and Qualifications**

- Volunteers must be 18 years of age or older.
- Volunteers should have intermediate to advanced ski or snowboard skills.
- Volunteers must participate in the program specific volunteer training.

### **Volunteer Ski/Snowboard Peer Partner**

#### **Tasks and Responsibilities**

Volunteers will be paired with a youth participant 3-5 weeks in a row. Lessons are about 3.5 hours on Friday afternoons as well as Saturday and Sunday mornings and afternoons. Make a friend, have fun, and help someone learn to ski or snowboard! The program runs November-April.

#### **Skills and Qualifications**

- Volunteers must be between the ages of 11 and 17.
- Volunteers should have intermediate to advanced ski or snowboard skills.
- Volunteers must participate in the program specific volunteer training.

### **Volunteer Ski/Snowboard Mountain Guide**

#### **Tasks and Responsibilities**

This is an advanced volunteer role. Learn how to independently guide intermediate to advanced skiers and snowboarders around the resort who do not require instruction.

#### **Skills and Qualifications**

- Volunteers must be 18 years of age or older.
- Volunteers must have advanced ski or snowboard skills.
- Volunteers must participate in the program specific volunteer training as well as the ski assistant training.

### **Volunteer Ski/Snowboard Visual Impairment (VI) Mountain Guide**

#### **Tasks and Responsibilities**

This is an advanced volunteer role. Learn visual and verbal cues to independently guide participants with visual impairments around the resort. This program runs from November-April.

#### **Skills and Qualifications**

- Volunteers must be 18 years of age or older.
- Volunteers must have advanced ski or snowboard skills.
- Volunteers must participate in the program specific volunteer training as well as the ski assistant training.

## **Employee Orientation**

### **Policy**

The National Ability Center believes that successful programs are the result of qualified and well-trained employees. Therefore, an orientation is provided to all new employees upon hiring at the National Ability Center. This is done to ensure the quality and effectiveness of personalized treatment. The orientation covers various areas related to programs as outlined in the procedures below. Interns are also covered under this policy.

### **Procedure**

Within the first two days of employment, employees must complete the following:

- Meet with Human Resources
  - During this meeting, new employees should be assisted in completing all necessary facility and legal new-employee paperwork.

Within the first week of employment, employees must complete the following:

- Tour of Facility
  - This tour should be given by a facility representative or the employee's supervisor and should cover accessibility, work locations, safety equipment (such as an Automated External Defibrillator, AED's, and first aid kits), and program specific areas.
- Meet with Supervisor
  - New employees should schedule a meeting with their direct supervisor in which they will discuss job tasks, evaluations, responsibilities, and be presented with a job description that must be signed by both parties.
- Provided with and read the Employee Handbook
  - New employees should be provided with a copy of the employee handbook. Each employee should read the handbook and sign off on the below sheet that they have read and understand the handbook.
- Provided with and read the Policies and Procedures Manual
  - New employees should be provided with a copy of the Policies and Procedures Manual. Each employee should read the manual and sign off on the below sheet, confirming that they have read and understand the handbook.

Upon employment, employees should schedule the following with their direct supervisor:

- Program Specific Training
  - Employees should receive training in each program that they will be involved in. This training should include program specific risk management, program facilitation, program equipment, and other information specific to each program as specified by the program supervisor.
- Organizational Orientation Training
  - Employees should receive training regarding the National Ability Center's management structure, mission, vision, values, marketing, conduct, communication, and history.
- Risk Management Training
  - Employees should receive specific risk management training that pertains to the National Ability Center and all of its programs.





## **Volunteer Orientation**

### **Policy**

The National Ability Center relies on the assistance of well qualified volunteers. In order to accomplish this, the NAC provides volunteer orientation and program specific training upon being accepted as a volunteer. This is done with the purpose of helping provide quality assistance to program instructors and quality care for clients.

### **Procedure**

Prior to beginning as a volunteer, all volunteers must:

- Attend a general facility orientation.
  - In this orientation, the volunteers will learn about the organization, take a tour, and be introduced to specific programs that are available as volunteer opportunities.
  - Volunteers will choose a program (or programs) that they are best suited for to participate in as volunteers.
- Be presented with all necessary paperwork.
  - Volunteers must be provided necessary waivers, risk acceptance forms and a volunteer handbook.
  - Volunteers should contact the volunteer's coordinator or manager with any questions.
- Indicate that they have read and understand the volunteer handbook.
  - Volunteers should sign the below form upon their first day of volunteering.
  - The form should be kept with their file as organized by the volunteer manager.

Prior to beginning as a volunteer with a specific program, all volunteers must:

- Attend training specific to the program.
  - In training, volunteers will learn what their responsibilities will be on lessons, they will learn about scheduling, and they will also learn about specific adaptations that will be used in the program. Program specific training is offered several times each season.
  - Volunteers only need to attend volunteer training once.
  - Volunteers will be provided with information on continuing education opportunities.
- Schedule a first tracks lesson with the program volunteer manager or coordinator.
  - The purpose of a first tracks lesson is to ensure that volunteers are coached during their first time volunteering with a program.

**Volunteer Handbook Acknowledgment**

I, \_\_\_\_\_, acknowledge that I have read and understand the National Ability Center volunteer handbook. By signing this form, I am assuming the risk of participating in programs as stated in the handbook. By signing this form, I acknowledge that I was provided a copy of the volunteer handbook and was offered assistance if I had any questions by the volunteer manager or coordinator.

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Signature      Date

If volunteer is under the age of 18:

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Parent/Guardian Name      Relationship

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Signature      Date



## **Staff Development Schedule**

Staff development opportunities will be held 1-2 times each month. The specific dates for the trainings will be made available at least one month in advance. The purpose of these trainings is to provide staff with continuous training and education in order to provide the highest quality of care for our clients.

### **January**

- Updates of Policies and Procedures
- Behavior Management (semi-annual)
  - In house Autism Specialist

### **February**

- Diversity Training

### **March**

- URTA (Suicide Prevention)

### **April**

- Change of Season Training (semi-annual)
- Program Specific Training (semi-annual)

### **May**

- De Escalation Techniques
- Disability Specific Training (semi-annual)

### **June**

- First Aid/CPR
  - American Heart Association

### **July**

- Sexual Harassment, Sexual Assault
- Behavior Management (semi-annual)
  - In house Autism Specialist

### **August**

- Updates on Policies and Procedures
- Risk Management Training

### **September**

- Evidence-Based Practice
- Ethical Conduct Training

### **October**

- Change of Season Training (semi-annual)
- Program Specific Training (semi-annual)

### **November**

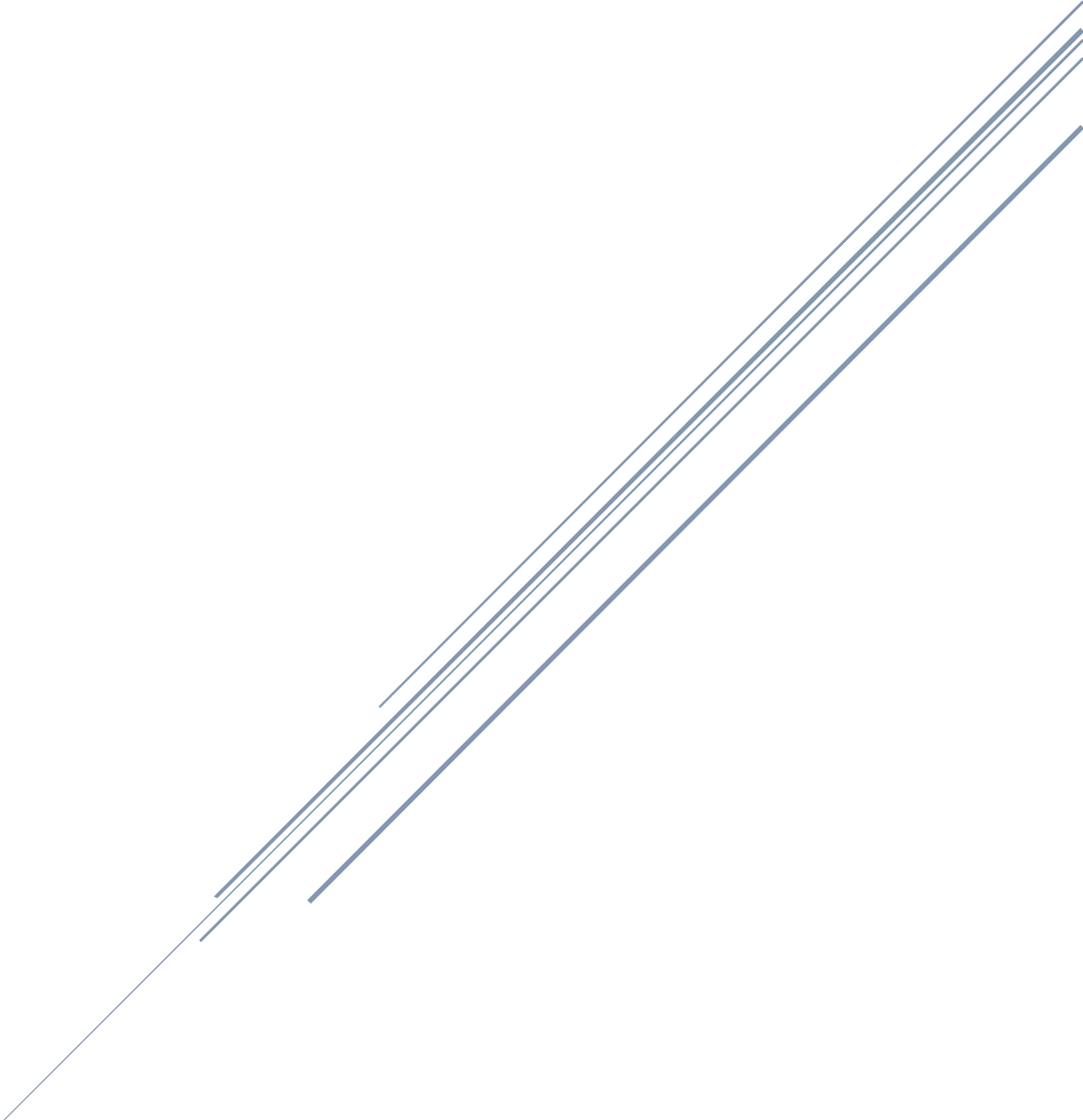
- Disability Specific Training (semi-annual)

### **December**

- Interpersonal Relationship Building (Relationships in the workplace)

# Marketing Management Plan

Manager: Sarah Smith Team: Nyia Hanseen, Adam Parker, Savannah Talbot



### **Climbing Program Overview**

The Recreational Therapy Department is essential in helping the NAC reach their desired outcomes. Recreational Therapists bring their knowledge of individualized treatment to assess and place individuals in programs where they can best succeed. They also assist in carrying out interventions, evaluating programs, and implementing needed changes to programs.

The Climbing Program will challenge participants in a way that is unlike any other program provided by the NAC. This program allows participants to be involved in a sport that demands one's mental focus and will test one's emotional and physical capacities. While rock climbing, one has to mentally focus to perform precise movements and plan out future movements to be taken to get to the top of the route. Climbing is either avoided because it causes physical exhaustion, can often bring about feelings of anxiety and fear, and/or is inaccessible to individuals with disabilities due to various physical limitations and lack of adaptive equipment. The Climbing Program has safety precautions in place which allow participants to be exposed to this high-adrenaline activity in a safe manner. The Climbing Program provides the opportunity for participants to overcome fears and anxieties and successfully accomplish something that they may have previously deemed physically impossible. This program also gives participants a great amount of autonomy as they learn how to adaptively climb, choose which routes they want to climb, and are given a portion of the responsibility for their own safety.

The NAC and the Recreational Therapy Department empower individuals by teaching them how to recreate in ways that are possible for individuals of all abilities. By participating in the Climbing Program, one can improve their intellectual, emotional, and physical skills. Both the NAC and the Recreational Therapy Department's goals include building confidence and self-esteem. When one can rid themselves of confidence inhibitors such as depression, anxiety, self-deprecating thoughts, etc., they can truly start to build up their confidence and self-esteem. There has been research supporting the statement that 'wall climbing' provides a reduction in depressive symptoms (Luttenberger et al., 2015). Results from another study, which assessed the effects Wall Climbing Interventions (WCI) had on improving posttraumatic growth and quality of life in gynecologic cancer survivors, stated that, "... a WCI has a positive effect on... posttraumatic growth and mental health" (Crawford et al., 2016, p. 65). Research has also been conducted on how climbing and self-efficacy interact. Researchers found that self-efficacy and the desire to participate in medium to high-risk activities go hand in hand (Llewellyn et al., 2008). The Climbing Program allows participants to experience a high-risk activity in a safe manner so that they may experience the mental and emotional processes associated with increased self-efficacy.

**Goal and Objectives**

**Goal:**

Increase enrollment in the Climbing Program at the National Ability Center.

**Objectives:**

- Disperse updated and current fliers once a month to locations such as hospitals, rehab centers, occupational therapy departments, schools, and climbing facilities.
- Increase employee and volunteer knowledge of the Climbing Program at the NAC.
- Introduce the Climbing Program to clients participating in other programs at the NAC.

## Marketing Strategies

### **Client/Participant Strategy:**

The target population for the Climbing Program is very broad. Client/participant ages at the NAC range from child to adult and the range of ability is just as broad. This marketing plan is aimed towards any client that may be participating in another NAC program with the goal of getting them interested and involved in the Climbing Program provided by the NAC.

Our plan to market the climbing program among our clients is three-fold: We plan to post flyers around the NAC advertising the Climbing Program, we will send out an email blast to all current, past, and prospective clients who have provided their email address to the NAC, and we plan to visit other programs at the NAC to educate and invite participants to sign up for the Climbing Program.

The Climbing Program is one of the most accessible programs offered by the NAC. Climbing sessions and programs are offered in Park City, as well as Salt Lake City (East Millcreek and Cottonwood areas) and Sandy. Clients are able to select which program and location works best for them and it is very affordable. As part of our plan, we aim to raise awareness and excitement about this information among our clients which will hopefully lead them to signing up for our Climbing Program.

### **Internal Strategy:**

In order to work toward the overall goal, we must advertise the Climbing Program at the National Ability Center among our current employees. Advertising the program to employees and volunteers outside of the Climbing Program at the National Ability Center increases awareness and ultimately leads to accomplishing the marketing goal of increasing participation within the program.

By marketing to employees and volunteers at the National Ability Center through email blast, flyers, announcements, and continuing education opportunities, we are spreading the word about how the Recreational Therapy Program is using evidence-based practice to work towards measurable outcomes for the participants.

Through word-of-mouth (staff to staff, staff to volunteer, and volunteer to volunteer), the purpose of the Climbing Program can be spread throughout the NAC. This will, in turn, lead to greater support and potential referrals to participate in the Climbing Program. In addition, as volunteers learn more about the Climbing Program, they may be interested in the opportunity to volunteer with the program. This would in turn lead to the ability for the Climbing Program to serve more clients allowing for enrollment to increase.

Marketing to employees and volunteers should take place by using different medias (conversations, emails, flyers, continuing education, etc.) to communicate the purpose, mission, vision, and values of the Recreational Therapy Department. Specifically, these pieces of information should focus on communicating how an evidence-based climbing program can help achieve the overall mission of the National Ability Center.

Through multiple forms of advertising (flyers, social media post, tabling, branded items, etc.), the Recreational Therapy Department can spread the word of the use of evidence-based programs and their effectiveness on achieving participant outcomes.

## National Ability Center – Marketing Management Plan

### **External Strategy:**

**(Please see attached flyer and email blast.)**

**Flyer:** This flyer was designed to be posted at locations such as Momentum climbing gyms, schools, and other places around the community in order to promote the NAC's Climbing Program (specifically the summer climbing programs).

**Email Blast:** This email was designed to be sent out to all past, current, and prospective participants that have provided their emails with the purpose of receiving information about the programs and events provided by the NAC.

In addition to marketing, it is also important for members of the Recreational Therapy Department to be advocates for the Climbing Program. This includes marketing the program to other professionals in order to promote the program.

**Advocating for the Climbing Program:** Advocating for the Climbing Program to all parties involved should include that the program is evidence-based. By spreading the word about the evidence supporting the program, we can advocate for the value of the program in achieving measurable client outcomes. By educating members of the National Ability Center's community on what the program achieves, we can work towards a greater understanding of the RT profession and how it can be utilized in the treatment and care of clients.

**Marketing to the profession of Recreational Therapy:** There are many ways to market the Recreational Therapy Department, specifically the Climbing Program, to members of the RT community. By attending conferences hosted by Utah Recreational Therapy Association, we can work towards greater exposure of our programs. As the Climbing Program gains greater exposure, it may lead to more referrals of participants to partake in the program. It is important for members of the Recreational Therapy Department to be public representatives of the RT Department and Climbing Program. Through community-based representation, other RT professionals will begin to see the value of an evidence-based Climbing Program.

Flyer Example

NATIONAL ABILITY CENTER

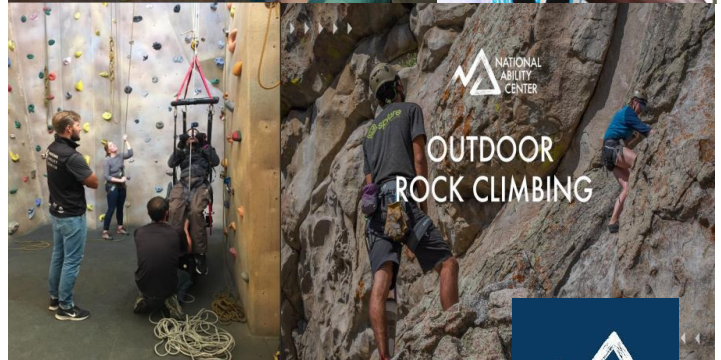
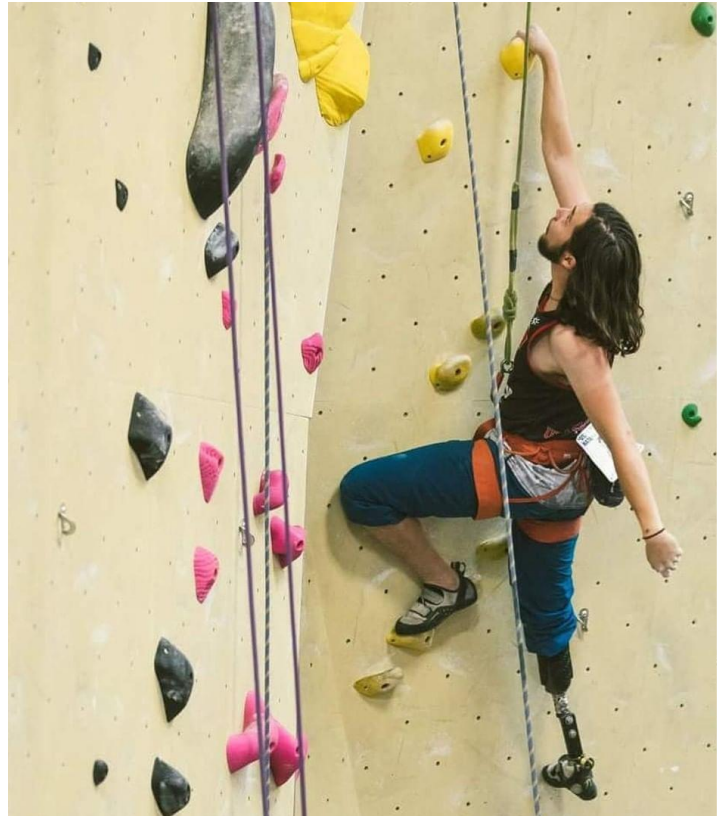
# SUMMER CLIMBING SESSIONS ENROLLMENT OPEN!

**INDOOR AND OUTDOOR OPPORTUNITIES FOR ALL ABILITIES AND SKILL LEVELS**

Join the NAC for a summer of climbing at our facilities, Momentum Gym (East Millcreek & Sandy), and/or outdoors at Big and Little Cottonwood Canyon!

**BEGINNING JUNE 1<sup>ST</sup> THROUGH SEPTEMBER**

Enroll by calling 435-649-3991 or online at [discoverynac.org/register](http://discoverynac.org/register)



**Email Blast Example**

# NATIONAL ABILITY CENTER

## Summer Climbing Sessions Enrollment Open!

**We have indoor and outdoor opportunities available!**

This summer we have many great rock-climbing opportunities available for all from June 1<sup>st</sup> to August 31<sup>st</sup>. Our climbing programs include single day and evening rock-climbing opportunities. Climbing takes place at the National Ability Center Ranch in Park City and the Momentum Indoor Climbing Gym (specifically the East Millcreek and Sandy locations). There are also opportunities to participate in outdoor climbing at locations in both Big and Little Cottonwood Canyons. You are able to sign up for the times and locations that are most convenient for you and we have instructors available for all abilities and skill levels. Check out our dates and locations below:

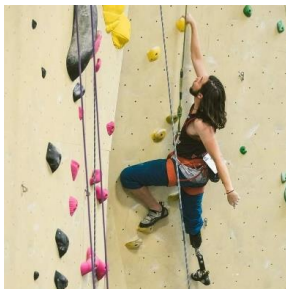
Year-Round: Indoor Climbing at the NAC Ranch in Park City every Friday at 3-4:15pm.

June 1<sup>st</sup> – July 31<sup>st</sup>: Indoor climbing at Momentum Gym in East Millcreek every Thursday at 12-1pm.

July 1<sup>st</sup> – August 31<sup>st</sup>: Indoor climbing at Momentum Gym in Sandy every Tuesday at 3-4pm.

July 1<sup>st</sup> – August 31<sup>st</sup>: Outdoor climbing at Big and Little Cottonwood Canyons every Friday at 10am-12:30pm.

July 1<sup>st</sup> – September 30<sup>th</sup>: “RockOn!” is our specifically designed indoor climbing program for children, youth, and young adults with disabilities and their siblings. This program takes place once a week for eight consecutive weeks and is located at Momentum Gym in East Millcreek and Sandy. This will be available every Saturday at 5-6pm.



Enroll today by calling 435-649-3991 or online at  
[discoverynac.org/register](https://discoverynac.org/register)





### References

- Crawford, Jennifer J., et al. “A phase I/II pilot study assessing the preliminary efficacy of wall climbing for improving posttraumatic growth and quality of life in gynecologic cancer survivors.” *Mental Health and Physical Activity*, vol. 11, 2016, pp. 60–66., doi:10.1016/j.mhpa.2016.10.002.
- In this article, the researchers were taking what they found from a previous study to further it by reporting the effects of wall climbing on posttraumatic growth, quality of life, and symptoms. There participants were randomized to either an 8-week wall climbing intervention or usual care. The primary efficacy outcome was posttraumatic growth assessed by the Posttraumatic Growth Inventory. The secondary outcomes included health-related quality of life assessed by the Short Form-36 (SF-36).
- Llewellyn, D. J., Sanchez, X., Asghar, A., & Jones, G. (2008). Self-efficacy, risk taking and performance in rock climbing. *Personality and Individual Differences*, 45(1), 75-81. doi:10.1016/j.paid.2008.03.001
- This article discusses research that has been done to show the relationship between rock climbing and self-efficacy. The study shows that self-efficacy and the desire to participate in medium to high-risk activities go hand in hand. Rock climbing is an inherently risky activity due to its nature, and as individuals participate in the activity, their confidence in their abilities grows which leads to greater self-efficacy.
- Luttenberger, K., Stelzer, E., Först, S., Schopper, M., Kornhuber, J., & Book, S. (2015). Indoor rock climbing (bouldering) as a new treatment for depression: Study design of a waitlist-controlled randomized group pilot study and the first results. *BMC Psychiatry*, 15(1). doi:10.1186/s12888-015-0585-8
- This article highlights research that was done to support the idea that rock (or wall) climbing provides a reduction in depressive symptoms. This article also discusses how rock climbing has positive effects on an individual's mental health.