

**ARSC BOARD OF DIRECTORS MEETING**  
**22 Oct 94**  
**MINUTES**

Meeting was called to order at 1037 by Dave Carter.

**BUSINESS MEETING**

**Attendance:** (People in bold were present)

AMRG - Keith Conover  
AMRG - Charles Kollar  
MSAR - Peter McCabe  
MSAR - Darrel Hale  
SMRG - Gary Mechtal  
SMRG - Amy Rue  
TSAR - Dave Carter  
TSAR - Matt Rhode

**BRMRG - Audrey Wilson**  
**BRMRG - Bob Koester**  
RSAR - Mark Pennington  
RSAR -  
**SWVaMRG - Brian Ferguson (proxy - Mike Kirk)**  
**SWVaMRG - Tony Bordeaux**  
\*PVRG - Michael Vatalaro  
\*PVRG - Karen Vandersall

**OTHERS:** Candi Capozzi, TSAR, Sarah Jenson, SWVaMRG, and Greg Sazonop.

**Minutes (Candi Capozzi)** - The minutes for 27 Aug 1994, were distributed, reviewed and accepted with no corrections.

**Officer and Committee Reports**

**Treasure's Report: (Read by Audrey Wilson for Patrick Turner):**

Income since last meeting \$100.00 from PVRG paying their 1994 dues, RSAR still needs to pay dues. Total income for this year is 630.00. This year's debts have only been from monthly paging fees and copying bills, total for year \$493.04. Current assets are 1234.16 not including any bills since the last meeting. Would like to change Bank from Nationsbank to Crestar to avoid bank charges.

**Chairman's Report (Dave Carter):** Most of the items I have to cover fall under either old business or new business and will be discussed then. Also I have some concerns, with the way a couple of groups are operating, both with the altering system and notification process. I would also like to know where we stand on the development of the Ops manual, the reorganization and 501 (C).

**Training Report (Candi Capozzi):**

4th notices were mailed out to all the individuals on the No Later than June 94 list of IS, giving them one last opportunity. One replied, but applied as a new IS (Steve Ritter). No more notices will be sent and as of last board they were taken off the IS list. In the future there will only be 2 notices, one notifying them that they will expire, 6 months prior to their expiration date. The second, one month prior to the board that will dequal them. Should a grace period be allowed?, there are no provisions for this in the current standards.

I need a group roster from all groups as soon as possible, I only have TSAR's and PVRG's.

A new IC/IS list is out, please take a copy back to your group.

**Simulation for 1995**

Per the 27 Aug BOD meeting - I have talked with Greg Stiles of Shenandoah National Park on 11 Oct and he is receptive to a simulation. However, the time frame is limited. Any weekend during mid-September, nothing before Labor Day because of visitors and nothing in October because of the foliage change and that is when the limbs start falling and he does not want anyone wandering around the park then. So the dates we can chose from are 14-15, 21-22 and 28-29 October 1995. I would like to see this date solid no later than next BOD meeting Dec 17th.

Skills Test - I have looked into the FTL skills a little, trying to determine what could be done to aid this process but have not come up with anything solid yet. This situation is difficult, in that we have to maintain standards but we do not want to over-test the FTL's to where they are tired of it. How far do we need to go with this?

**Communications Report (Steve Houck):** Not Present

**ASTM Report:** Representative not present

**Medical Report (Amy Rue):** Not Present

**Safety Report:** Not Present

### Old Business

**Status of 501 (C)(3) (Bob Koester):** The IRS wants the financial reports from each group and incorporation number if you have one.

**Reorganization (Dave Carter):** Has gone from a crawl to a stand still, we need a strategic plan. The concept is to make us more efficient. The 501(C) status will help because we can use that status to raise funds. Under the reorganization we would break out into Operations, Administration and Medical under the Board of Directors that would meet only once or twice a year and all the other subcommittees meeting more often or as required by their tasks at hand.

Comments?

**(Audrey Wilson)** Dave explain please.

**(Dave Carter)** We have tried to identify our customers and in trying to make us more efficient in how we serve those customers. We need to hand things down to committees or persons and empower them to take care of this.

1. Issue of Money and Funds - ASRC items do we need a store, could we get a paid administrator?
2. Have the BOD meet only once or twice a year and the operations board that meets more often?
3. Addition of other groups soliciting entrance to ASRC, distance of board meetings a consideration with these additions if they happen. Should we expand?

Right now we are a Virginia based organization with a couple of exceptions. Should we expand. Change where we see our customers? We have to consider with the DES changes we may be less and less 1st and 2nd responders. The local jurisdiction are getting more training and providing their own overhead. There may be some areas that just plain do not get a SAR team together and we will still be needed by them.

Greg Sazonop volunteered to help with this reorganization.

**Research on sleep (Bob Koester):** I have come up with a hour and a half lecture to help educate our people on their limitations. Is there a definitive test for sleepiness? No. However I have found one test that may suit our purposes. This test is used to measure Alertness. It is called the Mean Sleep Latency test, lay the person down for 7 minutes in some semblance of a quiet room, come get them after 7 minutes if they are asleep they were too tired. This test has no blame.

**(Dave Carter)** Will you release the lecture to the groups?

Yes, after the first presentation to each group I will release it to someone who was in the lecture. The draft is available now to look at. I will travel to any group to present this course. Note some organizations have policies in place like the Shenandoah National Park, has it in the parks policy and it is preworked out with the supervisors. Washington National Forest has a 6 hour mandatory sleep time.

Comments: Could we talk to some hotels chains. The SAR Council has someone working on this.

### New Business

**Urban SAR Unit (Dave Carter)** This is a concept that MSAR has brought up in joining forces with their local rescue units. What liability do we have with this concept, is what is to be discussed today. MSAR is using this to gain coverage in their area. If MSAR is responding to this as MSAR or ASRC is not clear in the letter here. If they want to do this as a group and not ASRC there is not a problem. However this becomes an issue if they do respond as ASRC. The decision is already in the minutes from a time back, that they can do this as long as they do it as MSAR. We will wait until we can get more information from Peter McCabe on this.

**Pittsburgh Crash (Dave Carter)** Letter from AMRG read informing us of their response to this crash. Some points in this letter are problematic. Time line for appropriate phone calls wrong. Called RA not RA called them. Phones busy around crash site, yet no other person away from crash site was still trying to call. Dave Carter will write letter to that group pointing out errors and reminding them of the rules already set in place. This is not the first time this has happened.

**DES's replacement of Ralph Wilfong (Dave Carter)** DES is going to advertise to SAR organizations nationwide. They are adding some things to the original job description. DES has asked the senior leaders in the SAR community to help, in the process of choosing a successor. They are trying to put together a panel of non-DES employees to help decide on the applicants ( they are not sure the state will let them do that or not but they are trying). DES would like to press-on in the way Ralph was working and would like to find some one that will continue the trend.

Do we want to do anything for Ralph as a corporation, like a plaque or something? No comment from the groups present.

**Development of communications Plans (Steve Houck):** He is not here so we will not be able to discuss this.

**COPIS - Customer Output Process Input Supplier (Dave Carter)** Would BRMRG find a place to have strategic planing meeting for Dec or Feb. February would probably better for traveling. A notice will be sent out on the meeting time and place.

RSAR or SWVaMRG to host next general membership board meeting.

**WEMSI Protocols for Practicing in PA (AMRG via letter and package)** Dr. Conover would like this in place by 1 December. I do not feel there is enough representation to discuss this or vote on this. Dave Carter will write return letter stating that the board is looking in to the package and sorry of the deadline.

**SMRG (Gary Mechtel)** Sustaining Member should we set some kind of donation level for that type of member. The definition was read out of the by-laws. For right now it will stay as is in the by-laws.

**Section 4.1 (Gary Mechtel)** Jenny Burmister to head committee to take out rule 4.1 of by laws. (put in more from bylaws)

### Operations Meeting

**Use of Mountain Bike Patrols (Greg Sazonop)** A report was submitted by Greg regarding the addition of Bike teams to search operations. The report included how they could be used and what extra equipment would be necessary. Greg asked that the report be passed around and help or suggestions requested.

#### **Ops Manual (Gary Mechtal):**

The ops manual is not done, however, significant changes to manual have been crafted and some work was accomplished at the 28 Aug meeting. There were things in the ops manual that related to administrative items and they were taken out and made into a manual of their own. We are working to remove contradictions. Also, we are moving ACA qualification requirements to training manual. Presently they are in the Administrative Manual. All the manuals are cut and paste right now and I will work to clean them up. We are going to continue the rewrite effort. Presently, 80% complete. I need to finish Command write-up, alert and dispatch annexes. The 2 manuals were passed out.

**Helmets (Gary Mechtal):** Are fire helmets good enough for semi-tech environments. Discussion ensued between groups and it came down to money. What can the groups or individuals afford. For now it was left that the Fire or Construction helmet would be good enough for semi-tech environment or less. Not for technical environment.

**Alerting Process, Protocol and Flow Chart (Gary Mechtal):** Should we do any thing to change our flow chart, other persons have said that our flow chart is too convoluted and hard to follow. The general attendance did not agree with the above statement that the chart was too convoluted. Discussion was entered as to the reasons that the particular group and persons think the chart is too complicated. However, the conference is willing under

special circumstances to allow an AO to let the requester respond, if it is determined that not responding would be detrimental or embarrassing to the conference. (Minimizing risk to the Corporation) Draft an addition to the ops manual to allow the AO's to do the above. How do we handle quick responses?  
Groups must also make sure documentation of all rescues, they are not readily apparent. We have had only 2 rescues in several years, yet one of our groups claims several more than this themselves. You MUST Document these incidents.

**AO/DS Training Standards:** It was brought up that there were no training standards for the Dispatchers and Alerting Officers. BRMRG stated that there were. It was brought up that they should draw up a draft to be incorporated into the training manual.

**Nomenclature (Gary Mechtal):** "our nomenclature sucks" We are not a bit consistent with our verbiage. Does anyone have any ideas? AR (Agency Rep) Have heard more than one use for this acronym. If anyone can help please contact Gary.

**Personnel up for IS (Candi Capozzi):** Mike Kirk, SWVaMRG Yes (5), No (0), Obs (1) and Rita Krenz, BRMRG Yes (5), No (0), Obs (1). Both personnel were confirmed as IS's

**IS's up for recert (Candi Capozzi):** Steve Ritter, Yes (5), No (0), Obs (1), Patrick Turner, BRMRG Yes (5), No (0), Obs (1), and Camille Birmingham, BRMRG Yes (5), No (0), Obs (1).

Congratulations or condolences to all new and reconfirmed IS's

**Decert from IS (Candi Capozzi):** Bill Johnson, Diane Johnson and Jenny Bermister have been decerted back to the level of FTL.

**Dave Carter Comments Ref SNP A/C incident:** Was not happy with what was heard from the people from TSAR that were there. One of my personnel (Jonesy) was yelled at for trying to remove his gloves and items, on the wall that separates the wood and road, after being on the mountain for 6 hours. The IC was too involved in the rescue. Also, that CISD was too close and not doing any good on the mountain, they were causing more grief than helping.

**IS William Dixon Report on CISD at SNP A/C Incident:** There were a number of internal problems on this mission. Non-ASRC personnel responding without notification to dispatch. "I asked for personnel and got rescue squad personnel I was not expecting". 15 people on each litter team was also a problem. The rescue personnel mentioned above did not know how to bring down litters. The park actually provided the IC so I was the rescue specialist and acted accordingly, that is why I was wrapped up into the action on the mountain. The CISD personnel were asked by the park to be up there on the mountain as observers only, and I was not aware that they were causing problems. The formal report is forth coming. Other concerns - I was not made aware that bagging went down on Tuesday and some personnel were left with no way to clean themselves and guidance on what to do with the soiled equipment and items. On Wednesday, we had 3 ARSC, 1 CAP (signed in as local rescue) and 1 park ranger on the mountain to finish bagging and rebagging. And there was confusion on who should have notified the family. Greg Stiles is handling the Action Items on the park side. Larry Hachel is leaving.

**Maryland Defense Force MOU (Gary Mechtel):** The MDDF would like a MOU with us, Gary is working the issue. They are just looking for a mission. Currently they are disorganized, and this could be very problematic.

#### **Other Items:**

**(Dave Carter):** The Civil Air Patrol has made a decision to switch to the ICS system and has asked for my help. This is a good step for them, but because of their structure there will be some differences.

**(Audrey Wilson):** BRMRG has the ASRC 20th Anniversary T-shirts on sale, for 10.00 each.

**(Audrey Wilson):** The Medical Review is done and we passed but our records are not adequate. We are missing some information from the one patient we did treat and other small items. We need to get this fixed.

**(Dave Carter):** Due to the anniversary celebration tonight the IC meeting will be immediately following.

**Adjourn 1400**

## **Minutes of ASRC Incident Commander Meeting**

**October 22, 1994 Charlottesville**

Following the ASRC Board of Director's meeting on October 22, 1994 in Charlottesville, the ASRC incident commanders met to discuss current problems with ASRC SAR incident management and agency response. The decisions reached here are non-binding on the ASRC pending ASRC Board of Directors review and action.

Attendance: Dave Carter                      Bob Koester                      Greg Shea  
                 William Dixon                      Deming Herbert                      Gary Mechtel  
                 Chris Metzler (sitting in)

The meeting was closed to all but current and former ASRC ICs in order for participants to discuss as much detail as they felt necessary to resolve the problems below. Personal information will be kept confidential among the ICs and not appear in this report.

### **Incident Commander Availability -**

**Problem.** Lack of volunteer IC availability is recognized as a problem. The Summer of 94 saw the departure of three of the ASRC's more active ICs. Lisa Hannon was died in a search-related accident in May. Bruce Hemmer and John Punches moved out of the area permanently in August. John's departure particularly leaves the southwestern part of VA with a much delayed IC response.

Currently Carter and Dixon and Herbert are most available midweek and weekends; Carter and Dixon almost anytime, Herbert on Tuesdays and Thursdays and weekends. Shea on weekends after he finishes moving into a new house on Nov 1st. Shea could possibly respond for urgent half day work in the Washington DC surrounding area. Koester and Mechtel are available outside 8-1700 weekday times. Though Mechtel frequently travels or is required to work extended hours for proposals. This will lead to burnout of weekday responders quickly. George Swett is recognized as working 48 on/48 off shift work for Arlington County Fire/Rescue. So his midweek availability is good.

Basically, only two people can be expected to cover all midweek responses. Since ASRC provides the VA state IC in many cases, this problem must be solved. Pennington and Conover schedules are unknown. Conover is in Pittsburg which severely limits a feasible response to VA incidents.

**Solutions.** The only real solution apparent is to increase the number of ICs. This is difficult for two reasons - first that current incident staff generally lack the mission staff experience to meet the ASRC IC training standards; second that the role of IC has become much more complex in the past several years. Those of us already practicing as ICs have been able to grow into the new demands of knowledge and mangement sophistication.

**Promotion of Staff.** However, IC candidates have no good way of preparing themselves for such a complex IC role. The fairly easily obtained IC skills are that of competent staff work which comes through MSO and PSO/SOS training, practice and teaching. The more difficult sought-after skills of the IC have to do with more personal behavior, political tact and maturity of judgement. We see that staff members have a hard time achieving the technical experience requirements. And they have almost no way of achieving the people skills if they don't naturally have them, except through more time, experience and attention to this kind of personal development.

**Establish Mentor Relationships IC-IS.** A mentor relationship was proposed whereby current ICs take the responsibility for constantly mentoring the development of both technical and personal skills in staff members. This approach seems to have been very effective in the past. The staff member and IC discuss in detail all aspects and decisions of an incident after the fact. However, the additional time demand of this mentoring process for the IC, given our already heavy loads of IS training and incident response, is seen as an obstacle to its effectiveness. Nevertheless, some ICs were willing to make the effort to try the mentor approach with one or two staff members. It is recognized that a staff member should benefit from mentor relationships with more than one IC. In groups like BRMRG, this should not be too difficult. However, in all other groups, geographical distance make this difficult if not impractical.

**Involvement of CAP Mission Coordinators.** VDES had begun an initiative to involve Civil Air Patrol mission coordinators in more traditional ground search efforts for missing persons. The arrangement with AFRCC Langley had been made to authorize single resource response of the CAP MC. The responsibility for involving CAP MC in incidents was take by the VDES SARDO function. However, with the departure of Ralph Wilfong, ASRC ICs and ASRC Alert Officers must continue to press for involvement of a CAP MC in every incident. As a review, in order for the CAP MC to be approved by VDES to be IC on ground search incidents, the existing CAP MCs need MSO, then 24 hours as Ops Chief and 12 hours of Plans chief. These requirements were jointly established in a meeting Feb-March 1994 well attended by VDES SAR Duty Officers, VA Wing CAP MCs, and ASRC ICs. There are a few current CAP MCs who have taken MSO. But most have not.

### **Proper Shift Changes -**

**Problem.** The transition from one IC to another and from one staff to another has become a problem. Members of SAR groups outside the ASRC have complained that the general competence of staff work has diminished over the past year. Information seems to get lost, either not communicated or documents misplaced. In many cases this problem occurs because of the gap between availability of staff and ICs, one leaving before the other can arrive.

**Solutions.** More diligence and consistency in documentation is needed from staff members. ICs must ensure transitions happen as fully as possible by overlapping duty schedules when possible and checking on the quality of turnover briefing.

### **Field Promotions -**

**Problem.** Some ICs really don't like promoting lesser trained ASRC members to positions which require more training and qualification (FTL, IS functions). The rest of the ICs agreed that this is not a desirable practice. However, it is necessary given limited resources. The VADES SAR training program has produced a number of local personnel across the Commonwealth who are at least SAR trained.

**Solutions.** The authority to permit field promotions rests with the IC. The IC needs to remind staff of that the IC must approve this activity on the incident. Staff should not assume this to be approved as a matter of standard operating procedure. In such cases where field promotions appear necessary and does not endanger the safety of the searchers or the subject, then the IC should make clear the terms and extent for which field promotions are approved (for example only: ASRC FTMs can serve as FTLs, after that FTLs should be appointed as non-SAR

trained local volunteers, NOT using ASRC COQs.)

In the case where ASRC is not responsible for the IC function, ASRC members serving as incident staff or staff support functions need to still respect the authority of the IC function for making these decisions. Documentation is advised in the unit log.

Virginia's requirement that an FTL be 18yrs or older is unanimously supported. In the case of a 17 year old person trained to the level of FTL (such as some members of ASRC/MSAR), IS should appoint the FTL to be the most trained person who is 18yrs or older, preferably a person who is already in a leadership position relative to the other members of the team (attendant in charge on a rescue squad crew).

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