

ASRC BOARD OF DIRECTORS MEETING

16 DEC 95

MINUTES

Meeting was called to order at 1100 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 - Todd L'Herrou
TSAR - Dave Carter
TSAR - Kevin Reynolds

BRMRG - Audrey Wilson
BRMRG - **Bob Koester**
RSAR - Terri Anne Midgette
RSAR - Melody Midgette
SWVaMRG - Kevin Brown
SWVaMRG - Tony Bordeaux
PVRG - Michael Vatalaro proxy to Teresa Drag
PVRG - Karen Vandersall

OTHERS Mary Hansy-BRMRG, Chris Miller-SMRG, Tony Hoade-SMRG, Rob Christie-SMRG, Darren Chen-BRMRG, Geoff Irons-SMRG, Fouad Siblini-SMRG, Eddie Olsson-SMRG.

President (Dave Carter): Handed out ASRC vision handouts.

Are there any nominations for Staff? None noted except TSAR. I would like to have a real quick BOD meeting then work on Mission/Vision. There won't be an Operations meeting today.

Minutes The minutes were sent out but no one other than Dave has a copy.

Officer and Committee Reports

Treasures report - None noted.

Training (Peter McCabe) - Mailed out letters to all IC's who's cert's expire in 1996. Carter, Koester, and McCabe need to be recertified. Conover has asked to stepdown due to no time in his schedule, therefore he will not re-certify. Have not heard from most of the other IC's.

SARTA MOA agrees to provide manual/test/slides for its FTM/FTL training program at discounted prices for quantity orders. ASRC agrees to use SARTA training materials and say so. ASRC agrees not to photocopy their materials.

At committee meeting:

1. Propose that IS credential prerequisite to certifying increases to (2) activities rather than 1 and include SOS course.
2. If a person is an IS and has gone inactive within the time that she or he was an IS, they may not have to take MSO again, if they can pass a written exam. They must show certifications at point when they became inactive.
3. We are going to work on an FTM test (to be headed up by Karen Vandersall) to include module components with a test at the end.
4. On the subject of the testing of people from other groups. The group to which the member belongs must give it's OK and so will the training group.

Training Simulation: May have to do training on our own. Possibly at Raven's Roost, the last weekend in January. William Dixon - BRMRG will help Peter get together a big simulation if the National Park simulation falls through.

Dave Carter - We all must review By-law changes and come up with any further changes by next meeting.

501(C)3 (Bob Koester) - All materials passed to Dave Carter.

what SAR is? Can you call local people all the time? (Peter McCabe) Has used a professional organization (worked with bank robbery victim) they understand SAR and had much success in the past 2-3 years. (Todd L'Herrou) If your going to have your people debriefed, person/councilor should understand what we do. (Gary Mechtal) Should debriefing be done as a group? (Dave Carter) Not always possible (Bob Koester) Was the only person who went to a debriefing, but though he was alone with the counselor it was still helpful. (Rob Cristie) There is an opportunity window of 24 hours. Most people need "de-fragmentation" at 0-24 hours it take approx. 30 minutes. (Dave Carter) Agree this should be looked at on the conference level. (William Dixon) The Safety officer for each group should work on this. Gary Mechtal How will SO know that a member needs debriefing. (Teresa Drag) The dispatcher should let SO know who responded to the search.

(Gary Mechtal) Conference SO should handle it! (Rob Cristie) If member get out of loop and does not get debriefed, then has a mental break-down, then submits a worker's comp claim - what happens then? (Dave Carter) Group Chair/Commander needs to be told who responded to 443.

Dave Carter - After lunch, we will discuss our Mission and our Vision statements. A reminder of what each means.

Mission - describes the state of current affairs

Vision - What we want to achieve

What do we want to do/where are we going?

Commitments are required by all of us.

Meeting Adjourned 1220

**ASRC BOD MEETING
16 December 1995**

1030 -1130	Operations Committee Meeting	Gary Mechetel
1130-1230	Communications Committee Meeting	Steve Holk
	Training Committee Meeting	Peter MacCabe
	Finance Committee Meeting	Patrick Truner
	Medical Committee Meeting	Rob Christie
1230-1330	Lunch	On Own
1330-1530	BOD Meeting	

Secretary report - Candi Capozzi
Treasurers report- Patrick Turner

Committee reports:

Medical - Rob Christie	Operations - Gary Mechtel
Communications: Steve Houlk	Finance - Patrick Turner
Training - Peter McCabe	

OLD BUSINESS:

501-C-3 - Bob Koester
ASRC Vision and Mission - Dave Carter
SARTA/ASRC MOU - Peter McCabe
From Floor

NEW BUSINESS

Staff/IC new Proposals - From floor
IC - renewal proposals - Peter McCabe
Changes to Operations Manual - Gary Mechtel
From Floor

LESSONS LEARNED FROM RECENT MISSIONS

West Va/VA - downed Aircraft
Newport News City Park - Suicide
Clarksville - Downed Aircraft

DECEMBER 7, 1995

THURSDAY

**Welcome to our team,
where you're never
a stranger because
no one is stranger
than we are.**

QualTeam, Inc.

800-680-TEAM

DECEMBER 9/10, 1995
SATURDAY/SUNDAY

Common Principles of Excellent Organizations

- ▲ Work is best accomplished through teamwork.
- ▲ No team is an island.
- ▲ Every team accomplishes its work through work processes.
- ▲ Every team can continuously improve its processes.
- ▲ Every individual, and every team, wants to be a winner.
- ▲ The system works just as it is designed.

Mission Criteria

NOVEMBER 1, 1995
WEDNESDAY

Test your mission statement against these criteria.

- ☐ **Sufficiency:** Our mission is sufficient to achieve our vision.
- ☐ **Boldness:** Our mission will inspire this team and the whole organization to strive for peak performance.
- ☐ **Stakeholder buy-in:** Our mission provides a compelling reason for our stakeholders (suppliers, customers and community) to contribute to its accomplishment.
- ☐ **Simplicity:** If you read the mission to a sixth grader he/she will understand what we do and what we want to achieve.
- ☐ **Succinctness:** The mission can be remembered easily by the people in our organization.
- ☐ **Direction:** Our mission will provide clear direction for decisions we will face in the future.

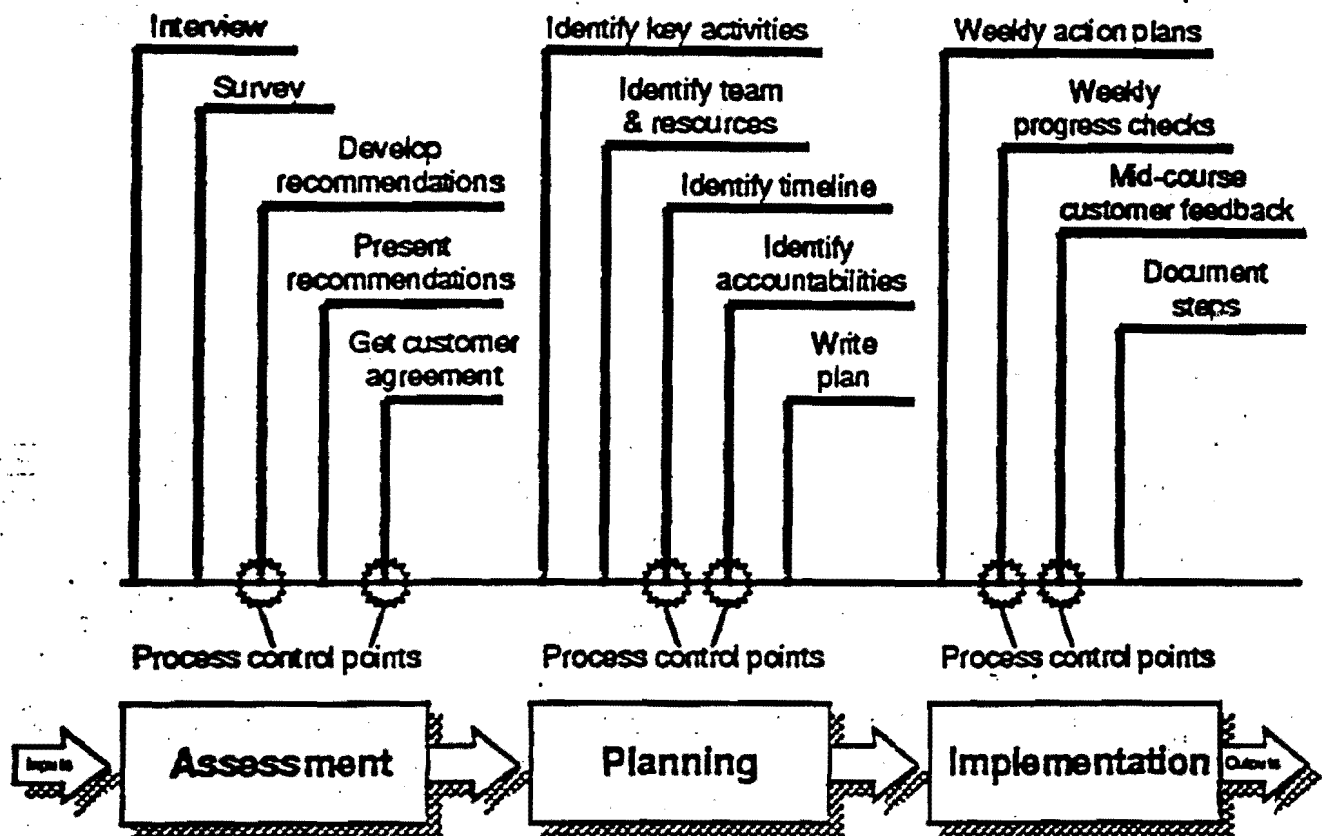
QualTeam, Inc.

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Critical Events Diagrams

NOVEMBER 2, 1995
THURSDAY

- With your team, draw a macro flowchart that maps the key steps in your process.
- Highlight the "process control points," points where the team can evaluate and adjust the process.



QualTeam, Inc.

800-680-TEAM

13 Apr 95

Dear Keith,

Well old friend, fortunately I have someone in my Group who is on INTERNET and in the right places otherwise I would have missed your latest. Unfortunately they are leaving so I will miss future such efforts on your part.

There are a lot of people in ASRC who are NOT on INTERNET and you really must be careful when you do "quick and dirty" things (like surveys) that you do not exclude people who have an opinion and who have a right to have a say in what you are promoting.

Realistically Keith, in the beginning you are right, the intent was to do "wilderness" SAR. if you remember that was defined as "1/2 mile past the end of the road." BUT, the world changed while you weren't looking. And, the world changed because ASRC members changed it.

I see this as being for three reasons:

1. People had the SAR training and wanted to use it.
2. People kept promoting ASRC as a resource and folks (urban, suburban, whatever) called us.
3. SAR People saw the abysmal way search missions were being handled by fire, rescue, police, sheriffs and wanted to try and fix the problem. They could not do that without showing people how things should be done.

Further, there are some clear facts (at least for Virginia)

1. There are almost NO wilderness (remember the definition) search missions in VA.
2. There are a lot of local rural, suburban missions in Virginia.
3. The effort in DES has been to train local people (Sheriffs, rescue squads, fire departments, et cetera) to respond correctly to local situations.
 - a. This effort had led to some jurisdictions responding correctly and promptly to SAR missions and making quick finds.
 - b. It also has pointed out that local jurisdictions do not have the skill and experience of ASRC because they only do a very few missions in a given year., while ASRC does a lot of missions.
 - c. Some jurisdictions will not place emphasis on SAR and as a result will need outside trained resources.

So ASRC has not tried to replace local jurisdictions efforts in the area of SAR (in Virginia) but what has happened is we are called time after time due to our expertise and success. I for one will get very angry if you tell me the only child we in ASRC will save are the ones who are 1/2 mile off the road head. When I know we can and have made a significant difference in someone's life even though it was "suburban", or "rural" or yes even "urban". Your philosophy would not have allowed us to respond to the search in West Virginia last May. That area was not "wilderness".

Let us face it Keith, SAR people want to do SAR. If we only responded to "wilderness" SAR missions we would seldom if ever get called.

As for aircraft missions. Talk to the people who waded through the swamps of Disputanna or were at Hague or Gloucester about what they felt the terrain and vegetation were like. These places weren't "wilderness" but buddy there were as tough going as anything in the backwoods of Alaska. We do rugged terrain and foliage and thus we are perfect to handle Ground Operations during downed aircraft missions.

In Virginia after YEARS of effort we have gotten CAP to see us as a useful and viable resource for the ground effort and it works. Our people found the crash at Manassas and parts of the aircraft at Disputanna. I, for one, oppose any effort to take us out of this response area. It took me too many years to get us into the area for us to back out now.

The term "urban search and rescue" does relate, at least in NASAR, to collapsed buildings. But, no one I am aware of has suggested us taking over any such function and think you are playing with words in this issue. I still can see ASRC people as part of a task force to go into a flood or hurricane ravaged area to search and provide aid to persons in need. No one I know of is suggesting we get involved in heavy duty rescue. No one I know is suggesting we replace rescue squads or fire departments. But, when it comes to searching for lost people we are better than almost any police, fire, rescue, medical, et cetera in Virginia and to limit that expertise to only "wilderness" is stupid.

Vote with your feet. If you and others feel we should not do anything but "wilderness" than don't respond to anything else, that is your right as a volunteer. But, I will guarantee you if there is mission in Chesapeake Virginia or a Roanoke suburb that ASRC people, dog people, CAP people will respond. And, if ASRC as a Corporation decides to limit itself in this way, then I am sure an organization will be created very quickly to fill the gap that will appear.

Frankly, you are barking up a dead issue. I do not doubt that this issue of only doing "wilderness" SAR is important to you, but I, for one, will not support any effort to limit us to only searching in "wilderness". It is a organizational and humane mistake to limit us as such.

I know you will continue to push this point of view of yours because you believe in it, but I will continue to oppose the Corporation of ASRC limiting itself in ways that are harmful to subjects and certainly harmful to the Corporation itself.

Press on

A handwritten signature in black ink, appearing to be a stylized name, possibly "John" or "Jack", written in a cursive style.

Keith, I know you're busy. But here's a copy of my working draft safety officer shift. I'd like to know more about rest requirements in medicine and professional EMS. References would be appreciated. Thanks.

Monday, April 10, 1995

Dear fellow members,

- W -

This letter responds to some confusion I inadvertently caused by my last mailing. Dave's letter of 29Mar95 points this out. He was responding to a packet of work I had mailed very quickly, using the limited cash in my pocket at the time to photocopy it and, apparently, without sufficient attention to formalities that would have explained why I sent it and what I was looking for in response. Don't stop reading now. This is not a rebuttal of Dave's letter as much as it is an explanation of what I sent and some recent ideas about what a safety officer might do on-scene.

As you all know, doing ASRC officer work on your own "free" time can be difficult. Hopefully you know that I am presently serving as ASRC Safety Officer. I work in bursts of effort and have in the past been frustrated that so much work lies on the shelf for weeks or months until I can get the time to work on it again, or bring it up at a meeting. Yet we also know that efficiency in decision making requires forehand knowledge and discussion. I mailed that package hot off the printer for several reasons: 1. to quickly disseminate some preliminary ideas on the function of an incident safety officer and how we might train one, 2. to prevent these ideas from sitting around on my desk until the next BOD meeting, 3. to share a review of the ICS:National Training Curriculum which I had an opportunity to do for VDES in February. ICS:NTC is a great curriculum that I really want to see us use in SAR. There is more to that review than I have the room to discuss here. But essentially, I was trying to get two things done at once, to make the most of a mailing thereby reducing the overall cost of communication, and communicate my work on defining what an incident safety officer is. Dave's letter made me realize that I must clarify what I sent:

1. I took the approach of developing a proposed "standard" for a SAR incident safety officer as a convenient strawman for future discussion. I am totally open to people's thoughts and concerns with what I put down. I tried to separate what the SO should *know* from what one should *do* in order to help organize a future training curriculum. I like the way the ASRC training standards are written. And I know they aren't true to the pure definition of a "standard", so we call them "guidelines". I use the terms interchangeably for this informal discussion. And once we agree on the ideas, I'll be formal. Hopefully, we'll spend less time developing a well designed, easy to administrate, easy to implement safety officer function.
2. The NOTES section were personal notes to myself. Maybe other people don't do this. But I expect to revise this operational/training standard many times. I wanted to capture my personal thoughts and views for each revision, to give a reviewer some background, and mostly to give myself an understanding of my thoughts during that 3, 4, or 5 hour attention burst weeks ago. To be clear, when I said "decide on what policy to make" I was referring to deciding on a policy that I, personally, think is a good one to pursue. Yes Dave, to *recommend* to whoever. I regret that you and perhaps others may have thought my position as IC, member of ASRC, and applicant for Ralph's job as an assumption of being in a policy making position. I am in no such position, nor was I pretending to be. I just wanted to share some thoughts on what a safety officer should be and how to produce one. I was hoping that the personal relationships I have with you all would allow you to understand this method of communication. I definitely understand that SAR "policy" is largely a matter of consensus amongst those affected, for many reasons. But I do hope to determine, through your input and others, how to make the most effective safety officer the ASRC has ever known. As I understand it, this is one of my purposes as ASRC Safety Officer, and something in which I have a personal interest. I agree that the ASRC needs restructuring. But I think that we efficiently separate our concerns, delegate responsibility, where you take primary responsibility for restructuring work as Chair, and I try to work

out what a safety officer should be. We and many others should contribute our thoughts to both efforts.

So, I apologize to everyone else who found my package confusing, and to Peter, Mark and Keith who didn't get it at all. Please let's share the work that we do, even if it IS informal and rough and unprofessional. It's hard enough to get it done in the first place. We will clean it up and make it professional later.

In hopes that you have read this far, here is what Gary Mechtel and I discussed last weekend regarding the primary duty of the incident safety officer. You may react negatively to this attempt at sharing the responsibility of your safety with someone else. But I know that if something happened to you, you might be grateful, that the insurance company would be grateful, that ICS through the SO function is designed to protect the few precious resources willing to respond and work hard, taking risks, to save someone's life.

1. The SO should seek and receive reports of incident personnel who seem to be overly fatigued.
2. The SO should apply the accepted guidelines for people's safe performance of duty and release from incident (to go home). (These have yet to be defined, but assuming we agreed on a set of guidelines. I think they could be developed.)
3. The SO should exercise the normal ICS duty of "emergency authority to stop or prevent unsafe practices or actions" by advising the person that they have failed the guidelines and must rest before either continuing operations or leaving the scene. The SO is responsible for providing adequate rest accommodations and feasible alternatives for safe transportation home.
4. Since there is no legal authority to prevent someone from doing what they insist on doing, in spite of the counsel from the safety officer - a.) The home group chair will be notified of a safety violation and be responsible for suspending that person from responding to incidents for ?? 1 month. b.) Documentation will be made in the SO unit log (which may prevent claims being paid should injury occur ?)

So give me constructive feedback on this or bring your comments to the membership meeting. I have already said that we could take management responsibility more seriously, even if we are volunteers. I also have some thoughts of how to approach staff efficiency and safety when deciding utilization during the operational period or for the next period. Hopefully I'll be able to present this at the general membership meeting on April 22nd in Blacksburg.

On a borrowed printer, late at night, informally yours,

William

PS. The best way to provide me comments is by electronic mail or USmail because of my work schedule and two living locations. I pick up email and Cville mail about once a week. Mville mail will reach me sooner.

Email: whd4y@virginia.edu

2508A Fontaine Ave, Charlottesville, VA 22903 or
9203 Beech Forest Lane, Mechanicsville VA 23111

cc:

Dr. Keith Conover, Bob Koester, Gary Mechtel, Peter McCabe, Mark Pennington, *Dave Carter*

ASRC Incident Safety Officer

Version 1.1

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- provide place to sleep
- administer fatigue test
- if person fails test, tell them so & advise rest before travel
- if person refuses to rest, report them to ASRC ops officer for

from Chris Metzler's ASRC ICS, 1988.

- Identify Potentially Unsafe Situations in
 - Types of tasks being sent out
 - Air Operations
 - Fatigue levels of personnel
- Approve Medical Plan.
- Approve Evacuation Plan.
- Verify that ASRC resources released from incident are rested enough to drive safely.

from IC:SAR Student text and course notes

- Primary Responsibility for safety and welfare of incident assigned personnel.
- Immediate correction of hazardous situations.
- Agency specific requirements.
- Advise personnel of Risks
- Avoid Strategic and Tactical Decisions, more policy enforcement
- Prioritize Risks and Hazards.
- Participate in Incident Planning.
- Preliminary Accident Investigation.
 - Control Rumors with appropriate and timely information release.
- Have Personal Contact with Agency Administrator(s).
- Have personal contact with field personnel, asking "Did you hear of any near misses, accidents?"

from VA 15th Annual EMS Symposium 1994, Incident Management System Check List.

- Dress in identifying vest/clothing.
- Provide a ring of safety around the incident.
- Report any dangerous or potentially dangerous conditions to IC and OPS.
- Observe rescue ground for:
 - unsafe practices
 - use of protective equipment
 - need for relief crews
- Observes structural integrity.
- Monitors hazardous/toxic environments and exposure levels of emergency personnel.
- Investigates injuries to personnel and ensures proper levels of care are provided.
- Take immediate corrective action on unsafe situations or practices.

printed: 27 March, 1995 Version 1.1

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from ICS Field Operations Guide, Fire Protection Publications, August 1983

- monitor and assess hazardous and unsafe situations.
- develop measures for assuring personnel safety.
- Normally fulfill safety officer function by acting through normal lines of authority.
- maintains awareness of active and developing situations.
- provides safety messages in each Incident Action Plan.
- Obtain briefing from incident commander.
- Identify hazardous situations associated with the incident.
- Participate in planning meetings.
- Review Incident Action Plans.
- Identify potentially unsafe situations.
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within incident areas.
- Review and approve IAP Medical Plan.
- Maintain unit log.

NOTES

Revision History:

Version 1.0

- initial version. Listed only references to other texts' content for safety officer.
- written March 22, 1995 and sent to Gary Mechtel for review.

Version 1.1

- 23Mar95 added Qualifications Requirements
- added ASRC Training Standards' style of knowledge and performance expectations
- 26Mar95 added Training Method section
- added NOTES and Revision history page

There is a training philosophy issue here as this standard develops. The ASRC does not currently train for particular staff or command functions; it trains for FTM, FTL and IS.

This revision makes references to a "Legalities" module which is not yet developed. The purpose of such a module would be to provide general and thus command staff personnel an in-depth understanding of the laws and legal environment for SAR at the national and state level. This module would have to cover each state in which ASRC primarily operates, e.g. VA, MD, PA. W.Va. might as well be included because of the several incident in W.VA. which ASRC has been involved with already, and the fact that the ASRC has a 2-3 hour response time to W.Va. border counties.

There is already a training program which teaches safety officer functions. It is the interagency (federal agencies, such as NFS, NPS, BLM) wildfire fighting training program, ICS:National Training Curriculum. If ASRC were to adopt this generic ICS training program, then it would not have to develop **as much** of its own SAR-oriented ICS function (position) training. I say "as much" because ICS:NTC deals only with the command system (ICS), not the application of that command system to a particular type of incident (SAR). Thus the generic duties and relationship to other staff elements would be covered for an incident safety officer. But the knowledge of SAR and other aspects important to safety officer job performance would not be covered.

In an ideal world ASRC could develop its own "knowledge" training modules for each ICS function and conduct a training program that would cover all the modules for staff trainees. But there seem to be a number of practical limitations to this approach. First of which is the ability of the ASRC to consistently train staff in every group. A well documented staff training program may eventually evolve out of the current Practical Search Operations (PSO) and Search Operations for Staff (SOS) courses. But the extent to which we, as a volunteer organization, with an infrequent incident occurrence (about 20-35 per year), can support a full scale, multi-module training curriculum is doubtful. One

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piece of evidence to this is that the ASRC, since its founding 20 years ago, has never documented a real training curriculum. We have "gotten by" using a training manual and training standards for field work. But there has not been one training manual for all the groups to use, just one set of training standards. Each group has been left to themselves to train how to achieve and even test those standards. So my faith is not strong that the 8, soon to be 9, groups in the conference could maintain instructors and a state-of-the art current curriculum. More evidence may be seen in the lengthy effort to revise the ASRC operations manual. The way in which the ASRC at the conference level does administrative "business" will not likely support such a broadly implemented training program. I am hesitant to incur even more administrative burden.

On the other hand, we already use the NASAR course Managing Search Operations (MSO, formerly MSF) as requisite staff training. We are experienced in multi-module field training for FTM and FTL. Doesn't it make sense to have a two-weekend General Staff course (comparable to FTM) and a two weekend Incident Command course (comparable to FTL). My reaction to this idea is that management is more complex than field work. Two things occur to me even with the way I have made the suggestion.

Why two-weekend kind of approaches? I think this is because we are all volunteers at this and implicitly recognize what training demands of our time, as students, but more so as instructors and course coordinators.

Is field work really just a matter of 2 two-weekend training courses? Not really. Good field work involves signcutting, mantracking, technical rescue, medical, team leadership, search, and evacuation skills. You won't touch competency in all these areas in four weekends, or even 10 weekends. Yet I'd say we are pretty happy with our 2-tiered field training program that addresses part of these skills. So why not more attention to management? Some of it may be due to the traditional field approach to SAR services, considering management a "only if we have to, and not me, and no paperwork" activity. Perhaps those working on management issues are already teaching the field training too, and this is extra burden. The management curriculum content may already exist somewhere else in the country. This is something I have to investigate before trying to make a lasting policy decision about the future of our management training. Certainly ICS:NTC is an excellent program. And I want to say that it is too much training (about 60 hours for an IC) for our purposes just in a command system. But then I consider:

- the real responsibility we take on as emergency incident managers - someone's life is at stake, incidents involve a lot of resources
- that the state-of-the-art in management systems is ICS - an issue when we say we offer state-of-the-art SAR services, and when we consider legal liability risks for standard of care and "reasonable and customary" amount of training to do SAR management.
- that professional managers would have to have completed this curriculum, plus all their application area skill/knowledge training, before serving a general staff function or as incident commander.

- that to take a person from management scratch to IC might require: 40-60 hours in search theory (MSO + PSO/SOS), plus 60 hours in command system, plus 60 hours in knowledge/skill training makes a total of 180 hours. This is 120 hours more than we do now, the equivalent of about 3 FTM courses over a period of 2-3 years. Compare this with VA EMS training for EMT-A = 130 hours, then for EMT-ST an additional 140 hours. Imagine that even with this proposed SAR management training program, our highest trained managers, IC's, are equivalent of a shock trauma tech ! You might quickly say, yes but I have forgotten all the field training - right, another 80-130 hours. So that still doesn't get close to the total training time for a cardiac tech or paramedic on the EMS side. Unfortunately, I don't have the figures for wildfire incident management training.

Now I realize that there is a big business nationwide for EMS training curriculum development, review and administration. But my point is that it is time to take SAR management training seriously. With published curriculum modules, experienced staff and IC's can perpetuate a management training program in the same way our field training programs are conducted.

Now I ask you, are our 25 subjects per year worth this effort? Are we spending our time developing the most important aspect of our ability to find someone quickly? That is, do we really need to develop more management ability or are we not finding people because of poor field search skills, poor investigation, inconsistent training administration, not proficiently applying the management techniques we already know, lack of availability of certain types of trained personnel, or subjects not being in the search area?

I. Qualifications Requirements

- A. Approved by agency to function as Incident Command or General Staff.**
- B. Satisfactorily completed ASRC Incident Safety Officer Training Module.**
- C. Possess current state EMS certification at First Responder or above.**

II. Training Requirements

A. Knowledge Requirements

- 1. Understand ICS**
- 2. Understand procedures and requirements for filing workman's compensation claims through "VA DES requested resources" avenues.**
- 3. Understand geographical, political, functional and other legal types of jurisdiction.**
- 4. Understand legal grounds for: (most of this would actually be in a legal module)**
 - a) jurisdiction**
 - b) liability**
 - c) negligence**
 - d) chain of evidence**
 - e) witnessed acts**
 - f) trespassing**
 - g) a police investigation**
 - h) delegation of authority**
 - i) delegation of responsibility**
 - j) confidentiality and release of information**
 - k) failures/inadequacies of response planning**
 - l) following and deviating from SOP**
 - m) field safety judgments**
 - n) when/why/how for depositions**
 - o) admissibility of evidence in a court of law**
 - p) military conduct**
 - q) obstructing an emergency operation**
 - r) interfering with proper medical treatment**
 - s) obstructing a police investigation**
 - t) scope of responsibility, scope of authority**
- 5. Understand the following medical treatment related legal issues:**
 - a) Physician's licensing to practice medicine**
 - b) Authority to establish policy**
 - c) Authority to establish medical treatment protocol**
 - d) Physician's Delegated Practice**
 - e) Medical Command**
 - f) EMS reciprocity**

- g) *Good Samaritan laws for VA, MD, PA, W.Va.*
- h) *EMS agency status and operating requirements in VA, MD, PA, W.Va.*
- i) *Standards of care, for search management, field work, medical treatment, evacuation.*
- j) *On-scene medical control*
- k) *Off-scene medical command*
- l) *Deviation from protocols and SOPs,*
- 6. Understand avenues for legal defense and legal representation for SAR incident participants.
- 7. Understand prosecution procedure for civil and criminal complaints.
- 8. Know the documentation requirements and documentation recommendations for all levels of management.
- 9. Know how to properly involve CISD teams in an incident, as well as other counseling resources, both for subjects, family, and incident participants.
- 10. Understand proper post-incident follow-up to on-scene counseling.
- 11. Know proper equipment and techniques for handling site security, packaging, evacuation and cleanup for deceased subjects.
- 12. Know how to properly handle searches of hazardous areas
 - a) *chemical*
 - b) *structural*
 - c) *potentially hostile*
 - d) *biological*
 - e) *environmental exposure (heat, cold, wind, wet)*
 - f) *vertical*
 - g) *underground*
- 13. Understand the law enforcement investigative procedures for
 - a) *motor vehicle accidents*
 - b) *assault and battery*
 - c) *rape*
 - d) *child abuse*
 - e) *spousal abuse*
 - f) *abduction*
 - g) *threatening phone calls*
- 14. Know agency policies concerning participation of minors in emergency operations and consequences and concerns of injuries to minors while on-scene.
- 15. Know VA, MD, PA and W.Va. laws concerning participation of minors in emergency operations and consequences and concerns of: (again, legal module)
 - a) *participation without parental consent*

- b) *who legally on-scene is responsible for their welfare*
- c) *injury while en route to incident, 16 yr driving with all minors in vehicle, with adult driving.*
- d) *injury while on-scene when participating in activity for which minor has been trained, in activity for which minor was not trained.*
- e) *after incident disability resulting from mental or physiological problem contracted during incident.*
- 16. Know when a search warrant is necessary and how one would be obtained.
- 17. Know when and how a temporary detaining order would be issued.
- 18. Understand air operations safety requirements.
- 19. Understand water craft operations safety requirements.
- 20. Understand human responses to stress and emotional crises and how to effectively deal with them.
- 21. Understand the grieving process.
- 22. Have read and be able to quickly reference on-scene "industry" policies and procedures for personnel on-duty and exposure during emergency operations.
- 23. Be knowledgeable about risks to field teams during operations on military bases.
 - a) *security requirements*
 - b) *unexploded ordinance areas*
 - c) *other hazards*
- 24. Understand human physiological response to heat and cold environments and how to avoid heat and cold injuries.
- 25. Understand proper treatment of environmental injuries
 - a) *insect bites, stings, manifestations*
 - b) *localized allergic reactions to plants*
 - c) *systemic allergic reactions to any cause*
- 26. Understand how inadequate communications increases risks to field personnel safety.
- 27. Understand how media relations may affect incident safety.
- 28. Understand how level of urgency affects incident safety.
- 29. Understand how resource requests affect incident safety.

B. Performance Expectations

- 1. Make sure team briefing includes hazardous elements.
- 2. Cite techniques for reducing risks of heat and cold injuries for field personnel.
- 3. Advise Incident Command and General Staff of safety concerns
- 4. Ensure team debriefing includes questioning on accidents, injuries and other safety concerns.

5. Ensure debriefing safety information is then included in subsequent briefings, as well as forwarded to General Staff and Incident Command.
6. Approve the Incident Medical Plan
7. Review the Incident Evacuation Plan
8. Ensure appropriate planning has been done to account for highest safety risks to personnel and subject.
9. Identify and take appropriate action to address personnel mental and physical fatigue.
10. Identify and take appropriate action to address personnel stress coping needs.
11. Identify and appropriate integrate all participating agencies' safety concerns and policies.
12. Effectively ensure safe field operations.
13. Ensure proper on-scene counseling is provided.
14. Conduct proper post-incident follow-up to on-scene counseling.
15. Seek/Obtain temporary detaining orders if necessary.
16. Conduct appropriate, or participate in, investigation of accidents, and allegations where safety of personnel or subject are involved.
17. Conduct briefings for agency administrators, incident management and media concerning accidents or other safety issues.
18. Assess if adequate communications exist for safe field operations.
19. At an 0600 staff transition briefing, identify for the incoming operational period staff the safety concerns and risk mitigation efforts needed with an incident action plan involving: 130 local volunteers some of which are minors, 10 dog teams, 8 fixed wing aircraft, 2 helicopters, 15 staff members; managed by unified command between PA State Police, ASRC and PA Civil Air Patrol; in a 10% urban industrial, 30% suburban, and 60% rural search area, bisected by a small river; high urgency search for an aircraft piloted by a 47yr male in good physical shape, but recently despondent; passenger is 5 year old diabetic boy in good physical shape; pilot has 200hrs in Cessna 172; last seen on radar at 1000ft flying over river heading towards city; missing for 10 hours; heavy media coverage expected starting at 0500. Assume ASRC had workman's compensation coverage because PA State Police requested mutual aid from VA State Police who referred the call to VA DES, who issued a VA SAR mission number for ASRC response.

20. Properly conduct investigation of accident report and submit adequate documentation on accident and provide adequate briefings about accident.
21. File appropriate forms for workman's compensation claims.
22. Properly fill out and submit accident report forms as required by participating agencies.

III. Training Method

A. Schedule

1. 0845-0900 Registration and Announcements
2. 0900-1030 Sleep and Fatigue Lecture
3. 1030-1230 Command Staff Safety Officer Lecture
4. 1230-1300 Lunch, order out or bag lunch
5. 1300-1330 General Staff Legalities Lecture Overview*
6. 1330-1500 Incident Action Plan #1 Exercise
7. 1500-1700 Incident Action Plan #2 Exercise
8. 1700-1730 Test
9. 1730-1800 Test Answers and Discussion

** until incident/general staff training incorporates a full legalities module, a full legalities module should be taught here.*

B. Materials

1. Legal Documents
2. Agency Documents
 - a) Standard Operating Procedures and Ops Manual
 - b) Articles of Incorporation, Bylaws
 - c) Training Standards
3. Course Specific Training Materials
 - a) ASRC-SAR ICS Field Guide
 - b) Safety Officer Course Objectives
 - c) Exercise #1
 - (1) Incident Action Plan
 - (2) School Solution To Do List
 - (3) School Solution Turnover Briefing
 - (4) School Solution General Safety Briefing
 - d) Exercise #2
 - (1) Incident Action Plan
 - (2) School Solution To Do List
 - (3) School Solution Turnover Briefing
 - (4) School Solution General Safety Briefing
 - (5) Testing Problems
 - (6) Testing Problems School Solution Responses
 - e) Overhead Slides for Safety Officer Lecture
 - f) Instructor Manual
4. General Training Materials
 - a) Signin Roster
 - b) Overhead Projector

c) Acetate Pens

C. Lecture

1. Using Knowledge and Performance Expectations of Safety Officer function.
2. Using Legal Module of General Staff Training

D. Exercises

1. Provide 2 nearly-complete incident action plans for students to review. Based on their analysis of the plan, students generate a prioritized To Do list, the actions of which will adequately address the duties of safety officer. This To Do list is critiqued against the best "school solution" To Do list.
2. Using this To Do list, the students will actually do all of these things and complete the incident action plan. They will keep a unit log and notebook to assist transition.
3. Students will prepare and conduct a detailed briefing for an incoming safety officer (played by instructor). This briefing will be critiqued based on the content of the best "school solution" briefing.
4. Students will prepare a general safety briefing to be given to all incident participants as part of the operational period briefing.

E. Test

1. After turnover briefing, students will be presented with problems or events which occur during the shift. They will write down short paragraphs of their response to these problems. The "school solutions" to these problems will be discussed in class.

piece of evidence to this is that the ASRC, since its founding 20 years ago, has never documented a real training curriculum. We have "gotten by" using a training manual and training standards for field work. But there has not been one training manual for all the groups to use, just one set of training standards. Each group has been left to themselves to train how to achieve and even test those standards. So my faith is not strong that the 8, soon to be 9, groups in the conference could maintain instructors and a state-of-the art current curriculum. More evidence may be seen in the lengthy effort to revise the ASRC operations manual. The way in which the ASRC at the conference level does administrative "business" will not likely support such a broadly implemented training program. I am hesitant to incur even more administrative burden.

On the other hand, we already use the NASAR course Managing Search Operations (MSO, formerly MSF) as requisite staff training. We are experienced in multi-module field training for FTM and FTL. Doesn't it make sense to have a two-weekend General Staff course (comparable to FTM) and a two weekend Incident Command course (comparable to FTL). My reaction to this idea is that management is more complex than field work. Two things occur to me even with the way I have made the suggestion.

Why two-weekend kind of approaches? I think this is because we are all volunteers at this and implicitly recognize what training demands of our time, as students, but more so as instructors and course coordinators.

Is field work really just a matter of 2 two-weekend training courses? Not really. Good field work involves signcutting, mantracking, technical rescue, medical, team leadership, search, and evacuation skills. You won't touch competency in all these areas in four weekends, or even 10 weekends. Yet I'd say we are pretty happy with our 2-tiered field training program that addresses part of these skills. So why not more attention to management? Some of it may be due to the traditional field approach to SAR services, considering management a "only if we have to, and not me, and no paperwork" activity. Perhaps those working on management issues are already teaching the field training too, and this is extra burden. The management curriculum content may already exist somewhere else in the country. This is something I have to investigate before trying to make a lasting policy decision about the future of our management training. Certainly ICS NTC is an excellent program. And I want to say that it is too much training (about 60 hours for an IC) for our purposes just in a command system. But then I consider:

- the real responsibility we take on as emergency incident managers - someone's life is at stake, incidents involve a lot of resources
- that the state-of-the-art in management systems is ICS - an issue when we say we offer state-of-the-art SAR services, and when we consider legal liability risks for standard of care and "reasonable and customary" amount of training to do SAR management.
- that professional managers would have to have completed this curriculum, plus all their application area skill/knowledge training, before serving a general staff function or as incident commander.

29 March 1995

Dear William,

I read your "letter", "discourse", "white paper", ?, with interest and concern.

To me, your paper is unclear. What I got from your paper was:

1. We need to be serious about training incident staff.
2. We need some sort of standardized training.
3. You have some suggestions as to how that might be done.

I am struggling with the first few paragraphs as to exactly what you are talking about and what the "standards" attached to the paper are supposed to be for. I assume Safety Officer??? Maybe new incident staff standards??? It is unclear due to the lack of headings what you are trying to do (at least to me).

Perhaps I live too close to the dirt to understand the level at which you are thinking. So let me respond from my level to what I understand as your major points.

First some philosophy. Let's face it. We, the SAR community, decide how we are going to manage SAR. ASRC has lead the way in the management area in Virginia. Facts are we (in ASRC) have not dented Maryland or PA except in the small almost ASRC enclave in PA in convincing people to do things our (the ASRC) way.

Since we decide how we are going to do things, we (in ASRC) evolved an unwritten set of procedure and policies. We then developed a set of "standards" by which we "measure" performance. These "policies", "procedures" and "standards" were not developed in the sense that conscious thought went into their cross time developmental process. Most of what has happened was reactive to a set of circumstances that occurred on a specific mission and this has occurred over a period of years.

These "procedures", "policies" and "standards" have become the way we do business, regardless of whether they are the best way to do things. Even with a more or less agreed on ASRC way, there are differences of opinion which are reflective of the background, education and philosophy of the key players.

The choice by ASRC to use a supposedly consensus form of management makes formulating policy a time consuming process. Since our "consensus" is in fact not a true consensus, when we arrive at a policy we still have mutterings and gnashing of teeth and often open rebellion. We are powerless to overcome any rebellion because we do not have an organization which has methods to, or supports either rewards or punishment for behavior.

Since we do not have full agreement, ASRC has not been able to produce standardized training materials at the FTM and FTL level. We have differences of opinion on what and how much needs to be taught and what is the correct philosophy. Each group trains to various levels of skill and knowledge and feels they are doing it the "right" way. SARTA has produced, (and other than FUNSAR is the only organization in the world that has done so) and taught for many years, standardized training. However, there are ASRC folks (mostly older heads) who disagree with the SARTA program and only teach what they agree with.

So we are where we are today.

I support the concept of being serious about IS training. I support **standardized training** for incident staff personnel, and have done what I can to develop standardized training for IS members. Ruth

and I felt **that without changing the current structure** the best method was to develop a course which would teach basic (as we defined them but within our understanding of the "ASRC way") skills. Bob obviously felt the same and also developed a course which reflects the way he see things.

BUT, it is clear that once again the inability to formulate a clear policy which is directive in nature and has teeth (or jelly beans as needed) has us ruminating about what to do, what to do, what to do.

This inability is why, William, we need to spend time and energy focusing on reorganization of ASRC and not going off and developing yet another thing we cannot do effectively and efficiently. Yes, we need standardized training. we need it badly!!!! But, do we continue our focus on training IS or do we change and either adopt or develop training for IS and the Section Chiefs as CAP is doing? We need to answer some top down questions regarding how we operate and why we do what we do before we try and reconcile SOS and PSO or go off and develop another set of standardized for IS. (I guess that is what the standards you wrote are supposed to address) (by the way why copyright them or your paper ?????????, they are a draft???, do you plan to sell them to ASRC or the State?????, protecting them?????)

Much of what we do is personality dependent. We can't get to standardized FTM and FTL training because of personalities. Hell, we can't even agree to reorganize because of personalities. Perhaps the old timers have too much psychic energy invested in the "way things are" .

So, I support standardized training, but all levels. I support being serious about IS training. I sure am and have demonstrated that seriousness by spending countless hours developing ,writing, maintaining and delivering a full and complete IS training package (regardless of whether you agree with our philosophy, we have done the work it takes to make it happen, no one else has) . But, we need to spend the time and energy on something else right now.

As far as your suggestions, I agree we might want to look at the concept of training IS's as the worker bees and then training section chiefs as CAP is doing. We might want to look at incorporating the new NTC training in what we do. The amount of training hours could well approach 120 Hours at the IS level. Is it worth it for the number of missions? Yes.

Let me ask you this. If in twenty years we cannot produce standardized training for our basic levels what makes you think we will be able to produce standardized training for IS? Are **you** going to spend the time, money and energy to develop this and, even worse, are **you** willing to fight through the process it takes to get buy-in from the ASRC BOD? Think about how long we have been fooling with the Ops Manual.

If, as the rumor has it, you are the heir apparent to Ralph's old job, then you won't be able to develop this for ASRC (due to fair labor act) and will find yourself trying to develop State standards (which we were working on before Ralph left). If you know the history of the State dog standards, you may get a feel for what might happen and how long it will take.

A quick side bar, the point of standards is to have a standardized way of doing things, which everyone buys into and recognizes as the standards as the minimum level of performance for that which the standards are written. You do not write training and then write standards to fit the training. You do not write standards to fit training which already exists. Standards also subsume we know what we want to accomplish.

So who will do it? If you hadn't gathered already I would rather see us spend the time, money, energy on getting ASRC reorganized and leave the development of these needs to after the reorganization is in place. Who knows, the problem may go away with a proper reorganization.

At least for now you do not set policy for ASRC, so your comment "This is something I have to investigate before trying to make a lasting policy decision about the future of our management training." is a little hard for me to understand. I guess you meant recommending policy change?????? Or are you talking as the new SAR Coordinator?

I see us right now (in ASRC) at the point of constantly patching the ship to keep the water from leaking in and sinking us. Some want to focus on how much water we are throwing out instead of how low in the water we are getting. In my mind an effort to redefine our management training is focusing on the wrong thing and at the wrong time.

But that's me and I am an old fart who has strong opinions and a great deal of experience.

Thanks for your continued energy and efforts. Lets keep communicating!!!!

A handwritten signature in black ink, appearing to be 'D. Koester', written in a cursive style.

cc:

Bob Koester
Gary Mechtel
Mark Pennington
Keith Conover
Peter McCabe

NOTES

Revision History:

Version 1.0

- initial version. Listed only references to other texts' content for safety officer.
- written March 22, 1995 and sent to Gary Mechtel for review.

Version 1.1

- 23Mar95 added Qualifications Requirements
- added ASRC Training Standards' style of knowledge and performance expectations
- 26Mar95 added Training Method section
- added NOTES and Revision history page

There is a training philosophy issue here as this standard develops. The ASRC does not currently train for particular staff or command functions; it trains for FTM, FTL and IS.

This revision makes references to a "Legalities" module which is not yet developed. The purpose of such a module would be to provide general and thus command staff personnel an in-depth understanding of the laws and legal environment for SAR at the national and state level. This module would have to cover each state in which ASRC primarily operates, e.g. VA, MD, PA, W.Va. might as well be included because of the several incident in W.Va. which ASRC has been involved with already, and the fact that the ASRC has a 2-3 hour response time to W.Va. border counties.

There is already a training program which teaches safety officer functions. It is the interagency (federal agencies, such as NFS, NPS, BLM) wildfire fighting training program, ICS: National Training Curriculum. If ASRC were to adopt this generic ICS training program, then it would not have to develop as much of its own SAR-oriented ICS function (position) training. I say "as much" because ICS: NTC deals only with the command system (ICS), not the application of that command system to a particular type of incident (SAR). Thus the generic duties and relationship to other staff elements would be covered for an incident safety officer. But the knowledge of SAR and other aspects important to safety officer job performance would not be covered.

In an ideal world ASRC could develop its own "knowledge" training modules for each ICS function and conduct a training program that would cover all the modules for staff trainees. But there seem to be a number of practical limitations to this approach. First of which is the ability of the ASRC to consistently train staff in every group. A well documented staff training program may eventually evolve out of the current Practical Search Operations (PSO) and Search Operations for Staff (SOS) courses. But the extent to which we, as a volunteer organization, with an infrequent incident occurrence (about 20-35 per year), can support a full scale, multi-module training curriculum is doubtful. One

printed: 27 March, 1995 Version 1.1

c:\sar\admin\asrc\safetyof.doc, Microsoft Word 6.0 for Windows, (c) copyright William Dixon

- that to take a person from management scratch to IC might require: 40-60 hours in search theory (MSO + PSO/SOS), plus 60 hours in command system, plus 60 hours in knowledge/skill training makes a total of 180 hours. This is 120 hours more than we do now, the equivalent of about 3 FTM courses over a period of 2-3 years. Compare this with VA EMS training for EMT-A = 130 hours, then for EMT-ST an additional 140 hours. Imagine that even with this proposed SAR management training program, our highest trained managers, IC's, are equivalent of a shock trauma tech ! You might quickly say, yes but I have forgotten all the field training - right, another 80-130 hours. So that still doesn't get close to the total training time for a cardiac tech or paramedic on the EMS side. Unfortunately, I don't have the figures for wildfire incident management training.

Now I realize that there is a big business nationwide for EMS training curriculum development, review and administration. But my point is that it is time to take SAR management training seriously. With published curriculum modules, experienced staff and IC's can perpetuate a management training program in the same way our field training programs are conducted.

Now I ask you, are our 25 subjects per year worth this effort? Are we spending our time developing the most important aspect of our ability to find someone quickly? That is, do we really need to develop more management ability or are we not finding people because of poor field search skills, poor investigation, inconsistent training administration, not proficiently applying the management techniques we already know, lack of availability of certain types of trained personnel, or subjects not being in the search area?

- g) *Good Samaritan laws for VA, MD, PA, W.Va.*
- h) *EMS agency status and operating requirements in VA, MD, PA, W.Va.*
- i) *Standards of care, for search management, field work, medical treatment, evacuation.*
- j) *On-scene medical control*
- k) *Off-scene medical command*
- l) *Deviation from protocols and SOPs,*
- 6. Understand avenues for legal defense and legal representation for SAR incident participants.
- 7. Understand prosecution procedure for civil and criminal complaints.
- 8. Know the documentation requirements and documentation recommendations for all levels of management.
- 9. Know how to properly involve CISD teams in an incident, as well as other counseling resources, both for subjects, family, and incident participants.
- 10. Understand proper post-incident follow-up to on-scene counseling.
- 11. Know proper equipment and techniques for handling site security, packaging, evacuation and cleanup for deceased subjects.
- 12. Know how to properly handle searches of hazardous areas
 - a) *chemical*
 - b) *structural*
 - c) *potentially hostile*
 - d) *biological*
 - e) *environmental exposure (heat, cold, wind, wet)*
 - f) *vertical*
 - g) *underground*
- 13. Understand the law enforcement investigative procedures for
 - a) *motor vehicle accidents*
 - b) *assault and battery*
 - c) *rape*
 - d) *child abuse*
 - e) *spousal abuse*
 - f) *abduction*
 - g) *threatening phone calls*
- 14. Know agency policies concerning participation of minors in emergency operations and consequences and concerns of injuries to minors while on-scene.
- 15. Know VA, MD, PA and W.Va. laws concerning participation of minors in emergency operations and consequences and concerns of: (again, legal module)
 - a) *participation without parental consent*

5. Ensure debriefing safety information is then included in subsequent briefings, as well as forwarded to General Staff and Incident Command.
6. Approve the Incident Medical Plan
7. Review the Incident Evacuation Plan
8. Ensure appropriate planning has been done to account for highest safety risks to personnel and subject.
9. Identify and take appropriate action to address personnel mental and physical fatigue.
10. Identify and take appropriate action to address personnel stress coping needs.
11. Identify and appropriate integrate all participating agencies' safety concerns and policies.
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c) Acetate Pens

C. Lecture

1. Using Knowledge and Performance Expectations of Safety Officer function.
2. Using Legal Module of General Staff Training

D. Exercises

1. Provide 2 nearly-complete incident action plans for students to review. Based on their analysis of the plan, students generate a prioritized To Do list, the actions of which will adequately address the duties of safety officer. This To Do list is critiqued against the best "school solution" To Do list.
2. Using this To Do list, the students will actually do all of these things and complete the incident action plan. They will keep a unit log and notebook to assist transition.
3. Students will prepare and conduct a detailed briefing for an incoming safety officer (played by instructor). This briefing will be critiqued based on the content of the best "school solution" briefing.
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E. Test

1. After turnover briefing, students will be presented with problems or events which occur during the shift. They will write down short paragraphs of their response to these problems. The "school solutions" to these problems will be discussed in class.