



Appalachian Search and Rescue Conference, Inc.

P.O. Box 400440 • Newcomb Hall Station • Charlottesville, VA 22904

<http://www.asrc.net>

Allegheny Mountain Rescue Group • Blue Ridge Mountain Rescue Group • Delmarva Search and Rescue
Mountaineer Area Rescue Group • Maryland Search and Rescue • Piedmont Search and Rescue • Potomac Valley Rescue Group
Southwest Virginia Mountain Rescue Group • Shenandoah Mountain Rescue Group • Tidewater Search and Rescue

Agenda (final/advance)

ASRC BOD Meeting, 12 January 2008

1030 until 1430

Conference Room #5, Support Services Building

Winchester Medical Center

As of 7 January 2008

Chair's Remarks (5 min)

Special Topics

- ***Certifying Groups as Cert-A or Cert-B (5 min, if all rosters received; 20 min if not all received)***
 - **Decision/Action:** Motion to identify groups as Cert-A and Cert-B based on current rosters (To be finalized when rosters received)
- ***Group Accreditation Policy (45 min) / Expected Outcome: Final consideration of ASRC Accreditation Policy***
 - **Decision/Action:** ASRC Accreditation Policy (attached as separate file)
 - **Update/Report:** Status of Accreditation Policy Annex
- ***Financial Planning (45 min)***
 - **Action:** Approve budget for 2008
 - **Update/Report:** Financial contingency planning; with possible consideration of a supporting motion.

Lunch Break (30 min)

Routine Reports

- ***Admin (30 min) / Expected Outcome: Understanding and BOD Guidance on Current Administrative Matters***
 - **Action:** Review and approval of minutes for October BOD meeting (attached as separate file)
 - **Report:** MOU with VDEM; situation with VDEM/ASRC credentials

- **Report:** Maryland NRP and acceptance of ASRC certifications
- **Report:** RACE (Ohio) participation in Harrison Co, WV search and on-going interest in ASRC
- **Report:** Current insurance inquiries
- **Quarterly treasurer's report**
- **Ops (20 min) / Expected Outcome:** *Understanding and BOD Guidance on Current Ops Admin Activities*
 - **Report/Update:** Remarks on items in the Ops Report (attached as separate document)
- **Training (30 min)/ Expected Outcome:** *Understanding and BOD Guidance on Current Training Admin Activities*
 - **Report/Update:** Status of IC & IS recert evaluations

New Business (20 min)

- **Chair's goal to update the ASRC Credentialing Policy / Expected Outcome:** *Introduction of goal, possible endorsement of motion describing sentiment of the BOD.*
- **Officer Candidates for Next Term / Expected Outcome:** *Understanding of who will be on the BOD in April 2008 (thus are candidates for Chair).*

Summation and Review of Action Items (10 min)

ASRC Group Accreditation ~~Process~~Policy

1. Operational Standards

- 1.1. *Mission Response and Knowledge of ASRC SOPs.* Certified Groups shall be capable of responding to ASRC missions and be knowledgeable of the functions, responsibilities, and standard operating procedures, as described in the ASRC Operations Manual.
- 1.2. *Dispatch.* Certified Groups shall have a dispatch capability as described in the ASRC Operations Manual.
- 1.3. *Equipment.* Certified Groups shall maintain all equipment described in the ASRC Operations Manual and be able to deploy this equipment to a mission.
- 1.4. *Training.* Certified Groups shall adhere to the ASRC Training Standards, and have a group-specific implementation of the ASRC Training Standards for field-level certifications (Callout Qualified, Field Team Member, and Field Team Leader).
- 1.5. *Outreach.* Certified Groups are encouraged to establish and maintain relationships with Legally Responsible Authorities for SAR within the group's local area.

Comment [MSOffice1]: Restructuring tied to rewrite of emphasis for Field Practical Evaluation (admin edit, based on substantive edit below).

Comment [MSOffice2]: Revert to naming the current policy: ASRC Training Standards.

2. Probationary to Certified Group

- 2.1. In order to become a Certified Group, a Probationary Group shall complete both the Certification and Qualification requirements described in this section.
 - 2.1.1. **Certification.** In order to demonstrate that it meets the Operational Standards described in §1 of this policy, a Probationary Group shall complete the following.
 - 2.1.1.1. *Mission Response.* Submit to the sponsor group's Operations Officer and Conference Operations Officer (COO) records that monitor group mission response.
 - 2.1.1.2. *Dispatch.* Submit Group callout and dispatch procedures to the sponsor group's Operations Officer, COO, and Conference Alert and Dispatch Coordinator (ADC).
 - 2.1.1.2.1. Conference ADC will validate that these procedures comply with ASRC Operations Manual.
 - 2.1.1.2.2. Sponsor group's Operations Officer will confirm the Group's dispatch capability has been successfully tested.
 - 2.1.1.3. *Equipment.* Group leader will affirm to sponsor group's Operations Officer that the Group possesses and maintains the required equipment.
 - 2.1.1.4. *Training.* Submit training program to the sponsor's Group Training Officer (GTO) and Conference Training Officer (CTO) and gain the CTO's satisfactory evaluation of the program. A Group training program includes:
 - 2.1.1.4.1. A Group Training Officer (GTO) approved by the sponsor group's GTO and the CTO;
 - 2.1.1.4.2. Group policy defining how a group implements the ASRC Credentialing Policy for field credentials;
 - 2.1.1.4.3. An annual training schedule;

Comment [MSOffice3]: Consistency with 3.1.1.2.1 (admin edit).

ASRC Group Accreditation ~~Process~~Policy

- 2.1.1.4.4. Materials used in the course of group training; and
- 2.1.1.4.5. A roster in compliance with the ASRC Administrative Manual, showing each member certified to an ASRC training level and date of certification.
- 2.1.1.5. *Outreach.* Identify and submit to the sponsor group's Operations Officer three local agencies or non-ASRC SAR organizations who may be candidates to call the Probationary Group directly.
- 2.1.1.6. *Complete a field practical evaluation.* The purpose of the field practical evaluation is for a Probationary Group to demonstrate that it has membership participation, training program, and capability to respond to ASRC missions, to conduct search-and-rescue activities according to ASRC SOPs, and to sustain itself as an ASRC Certified Group. During the field practical exercise, the Probationary Group will be evaluated in accordance with Appendix 2 of this policy, evaluating that the group's training program has produced certified members capable of operating within ASRC policies and procedures. The field practical exercise will be designed to be completed by 1 FTL and up to 10 FTMs, in accordance with the number of such certified members as are required by the ASRC Bylaws for a Class B Certified Group. The field practical exercise will demonstrate a group's ability to respond, to provide equipment support, and conduct field operations appropriate for a team of capability equivalent to 1 FTL and up to 10 FTMs.
 - 2.1.1.6.1. The evaluation will be conducted by evaluators chosen by the COO from a pool of evaluators comprised of members from multiple ASRC Certified Groups.
 - 2.1.1.6.2. The evaluation focuses on the Group's ability to:
 - 2.1.1.6.2.1. Deploy the equipment required by Annex A of the Operations manual.
 - 2.1.1.6.2.2. Conduct field search procedures.
 - 2.1.1.6.2.3. Execute a field rescue.
- 2.1.2. **Qualification.** In addition to completing the Certification requirements set forth in §2.1.1, Probationary groups shall meet the following administrative requirements.
 - 2.1.2.1. *Probationary Period.* Complete 18 months as a Probationary group.
 - 2.1.2.2. *Group Administration.* Demonstrate adherence to the ASRC Bylaws and other administrative requirements by submitting the following documents to the ASRC Chair:
 - 2.1.2.2.1. Group Bylaws;
 - 2.1.2.2.2. ~~Demonstration that the Probationary Group meets~~Meet the requirements of non-profit status as defined by the IRS501e3 letter;
 - 2.1.2.2.3. Copy of group meeting minutes documenting the group's vote for ASRC membership;
 - 2.1.2.2.4. Membership roster; and
 - 2.1.2.2.5. Latest financial report and budget.

Comment [MSOffice4]: Considered appropriate for a Probationary Group, even if the similar point is dropped for Recertification (section 3.1.1.4.4).

Comment [MSOffice5]: Clarification (admin edit).

Comment [MSOffice6]: Note that the team need not necessarily be composed of 1 FTL and 10 FTMs, but the Group should be able to successfully conduct an exercise designed for a team of this size (Recommended clarification to be in a "preamble" for Appendix 2).

Comment [MSOffice7]: It was considered critical to establish the general purpose and goals for the field practical evaluation. It was most important to be sure that the emphasis is on *group capability*, not validation of individual skills (**significant, substantive edit**).

ASRC Group Accreditation ~~Process~~Policy

2.1.2.3. *Background Checks.* Confirm that background checks have been submitted on all members.

2.1.2.4. *Dues.* Pay ASRC dues.

2.2. **Approval Process.** A Probationary Group shall become a Certified Group upon submission of adequate documentation, sponsor group endorsement, BOD vote, and vote of the General Membership.

2.2.1. The COO shall collect all appropriate paperwork that validates satisfactory completion of all Certification (§2.1.1) and Qualification (§2.1.2) requirements. Documents should be tendered from sponsor group's Operations Officer, sponsor group's GTO, CTO, and ASRC Chair.

2.2.2. By majority vote at a group meeting, the sponsor group shall endorse the Probationary Group for approval as a Certified Group.

2.2.3. ASRC Board of Directors (BOD) shall approve a motion from the COO, by at least 75% of the voting BOD members present, recommending to the ASRC membership that the Probationary Group be accredited as a Certified Group.

2.2.4. The ASRC membership shall approve the ASRC BOD motion that the Group be accredited as a Certified Group. Approval will require at least 2/3 of the members from Certified Groups present at an Annual General Membership meeting or Special Meeting.

3. Certified Group Review

3.1. In order to remain a Certified Group, a Group shall complete both the Recertification and Re-Qualification requirements described in this section.

3.1.1. **Recertification.** In order to demonstrate that it meets the Operational Standards described in §1 of this policy, a Group shall complete the following.

3.1.1.1. *Mission Response.* Submit to COO records that monitor group mission response.

3.1.1.2. *Dispatch.* Submit Group callout and dispatch procedures to the COO and Conference ADC.

3.1.1.2.1. Conference ADC will validate that these procedures comply with ASRC Operations Manual.

3.1.1.3. *Equipment.* Group leader will affirm to the COO that the Group possesses and maintains the required equipment.

3.1.1.4. *Training.* Submit current training program to the CTO and gain the CTO's satisfactory evaluation of the program. A Group training program includes:

3.1.1.4.1. A GTO selected by Group policy and holding the ASRC FTL Credential (or higher);

3.1.1.4.2. Group policy defining how a group implements the ASRC Credentialing Policy for field credentials;

3.1.1.4.3. An annual training schedule;

3.1.1.4.4. ~~Materials used in the course of group training; and~~

Comment [MSOffice8]: Deleted "Probationary" (admin edit).

Comment [MSOffice9]: Clarification of testing procedure, noting that the ASRC Operations Manual includes regular testing of alert/dispatch procedures (substantive edit).

Comment [MSOffice10]: Recommendation to drop this point altogether. Not sure what value is added (substantive edit).

ASRC Group Accreditation ~~Process~~Policy

- 3.1.1.4.5. A roster in compliance with the ASRC Administrative Manual, showing each member certified to an ASRC training level and date of certification.
- 3.1.1.5. *Outreach.* Identify and submit to the COO three local agencies or non-ASRC SAR organizations who may be candidates to call the Group directly.
- 3.1.1.6. *Complete a field practical evaluation.* The purpose of the field practical evaluation is for a Group to demonstrate that it has membership participation, training program, and capability to respond to ASRC missions, to conduct search-and-rescue activities according to ASRC SOPs, and to sustain itself as an ASRC Certified Group. During the field practical exercise, the Group will be evaluated in accordance with Appendix 2 of this policy, evaluating that the group's training program has produced certified members capable of operating within ASRC policies and procedures. The field practical exercise will be designed to be completed by 1 FTL and up to 10 FTMs, in accordance with the number of such certified members as are required by the ASRC Bylaws for a Class B Certified Group. The field practical exercise will demonstrate a group's ability to respond, to provide equipment support, and conduct field operations appropriate for a team of capability equivalent to 1 FTL and up to 10 FTMs.
- 3.1.1.6.1. The evaluation will be conducted by evaluators chosen by the COO from a pool of evaluators comprised of members from multiple ASRC Certified Groups.
- 3.1.1.6.2. The evaluation focuses on the Group's ability to:
- 3.1.1.6.2.1. Deploy the equipment required by Annex A of the Operations manual.
 - 3.1.1.6.2.2. Conduct field search procedures.
 - 3.1.1.6.2.3. Execute a field rescue.
- 3.1.2. **Re-Qualification.** In addition to completing the Recertification requirements set forth in §3.1.1, a Group shall meet the following administrative requirements.
- 3.1.2.1. *Group Administration.* Demonstrate adherence to the ASRC Bylaws and other administrative requirements by submitting the following documents to the ASRC Chair:
- 3.1.2.1.1. Group Bylaws;
 - 3.1.2.1.2. Demonstration that the Group meets the requirements of non-profit status as defined by the IRS501c3 letter;
 - 3.1.2.1.3. Membership roster; and
 - 3.1.2.1.4. Latest financial report and budget.
- 3.1.2.2. *Background Checks.* Confirm that background checks have been submitted on all members.
- 3.1.2.3. *Dues.* Pay ASRC dues.
- 3.2. **Approval Process.** A Certified Group will remain a Certified Group upon submission of adequate documentation, and BOD endorsement.

Comment [MSOffice11]: Clarification (admin edit).

Comment [MSOffice12]: Note that the team need not necessarily be composed of 1 FTL and 10 FTMs, but the Group should be able to successfully conduct an exercise designed for a team of this size (Recommended clarification to be in a "preamble" for Appendix 2).

Comment [MSOffice13]: It was considered critical to establish the general purpose and goals for the field practical evaluation. It was most important to be sure that the emphasis is on *group capability*, not validation of individual skills (**significant, substantive edit**).

ASRC Group Accreditation ~~Process~~Policy

- 3.2.1. The ASRC Secretary will collect all appropriate paperwork that validates satisfactory completion of all Recertification (§3.1.1) and Re-Qualification (§3.1.2) requirements. Documents should be tendered from GTO, COO, ADC, CTO, and ASRC Chair.
- 3.2.2. BOD approves a motion from the COO by at least 75% of the voting BOD members present, to approve that the Group retain Certified Group status.
- 3.3. **Failed Review.** If a Group fails to satisfactorily complete the Recertification and/or Re-Qualification requirements according to the Group Review schedule endorsed by the ASRC BOD, then the COO, in consultation with the CTO and evaluators for the field practical exercise, shall specify a Remediation Plan.
- 3.3.1. At its next meeting, the ASRC BOD will endorse the Remediation Plan and assign a sponsor group to assist the COO in validating that the Group has completed its Remediation Plan.
- 3.3.1.1. Unless otherwise specified, the Group shall have six months to complete its Remediation Plan.
- 3.3.1.2. Upon validation by the COO and sponsor group that the Remediation Plan has been completed, the ASRC BOD will reconsider the Group's Certified status following §3.2.2.
- 3.3.2. If the Group does not complete the Remediation Plan and gain endorsement of the ASRC BOD (per §3.2.2), the Group shall revert to a Probationary Group.
- 3.3.2.1. A Group that has failed the Certified Group Review must follow the normal Probationary to Certified Group process (§2), with the exception that the Group need not meet the Probationary Period (§2.1.2.1) for Qualification.
- 3.3.2.2. Unless reassigned by the ASRC BOD, the sponsor group for the Remediation Plan shall be the sponsor group for the Probationary Group.

Comment [MSOffice14]: Correct language that previously implied BOD review sets up membership review here (substantive edit).

Comment [MSOffice15]: COO was given primary responsibility here (admin edit).

Comment [MSOffice16]: More complete description of review/remediation process (substantive edit).

4. Credentialing

- 4.1. Upon Certification/Qualification or Recertification/Re-Qualification, a Certified Group will receive a letter from the ASRC Chair, designating it a Certified Group.
- 4.2. The designation of Certified Group shall be valid from the date of issue and shall expire after a period of three years commencing at the end of the calendar year in which the designation is issued.

5. Accreditation Authority

- 5.1. The authority for Group Certification and Qualification is the ASRC BOD and ASRC membership.
- 5.2. The authority for Group Recertification and Re-Qualification is the ASRC BOD.

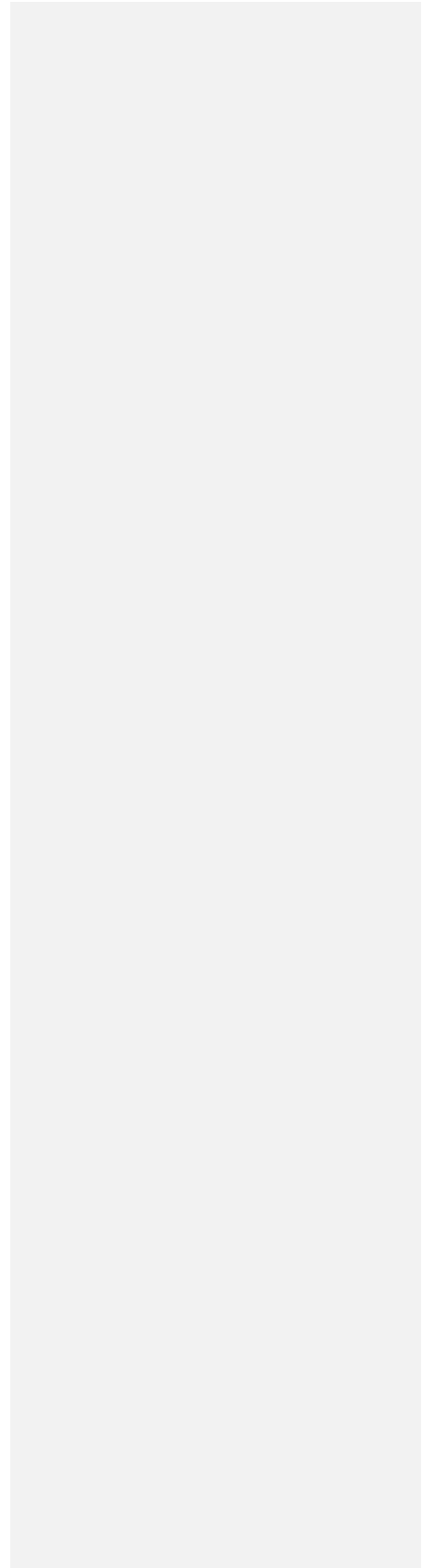
Appendices

Appendix 1 – Group training program review criteria

Appendix 2 - Field practical evaluation

| **ASRC Group Accreditation ProcessPolicy**

Appendix 3 – Template letter to designate a Group as a Certified Group.



Minutes of the ASRC BOD Meeting, held at Winchester Medical Center on October 13, 2007.

Present:

Keith Conover (AMRG), Carl Werntz (MARG), Bob Allam (PSAR), Ron Chervenak (PSAR), Steve Weiss (BRMRG), Jen Clifton (Treasurer), and Mark Gleason (observing, member of TSAR, BRMRG, and SMRG)

Represented by Proxy:

Andrew Dorsett (M/SAR), proxied to Bob Allam
Theresa Crossland (TSAR), proxied to Bob Allam
Kevin Brewer (TSAR), proxied to Steve Weiss

The meeting was called to order by Chair Steve Weiss at 1035 Hrs. At the request of the chair, Carl Werntz is taking minutes in the absence of the Secretary.

Chair's Report:

The chair offered an oral report on the state of the ASRC. His primary concern at this time is the depth of the ASRC leadership. It seems that few members are taking on leadership roles, in either the administrative or the operations realm. He is concerned that there is not adequate planning for leadership succession, and would like to develop a system with planned succession so that as people move into leadership roles there is a relatively smooth transition. The suggestion was made for a "Chair Elect", "Chair", then "Immediate post chair" type of leadership system. This will require more thought, but based upon the discussion, the idea is felt correct where there is an expectation for a formal transition both into and out of leadership positions.

At a minimum, this would be aided by adjusting the conference calendar so that conference officers are elected at the January BOD meeting and then are in place at the time of the AGM, to invigorate the membership at the AGM, rather than the AGM being the conclusion of a regime.

Discussion of credentialing standards (to comply with federal expectations and requirements) was deferred to the January 2008 BOD due to Andrew Dorsett's absence.

Goal for the conference, to be fleshed out at the January 2008 meeting is to revise the conference training standards over a 2 year cycle, 2008 – 2010.

Financial Planning and Budgeting – Discussion led by Jen Clifton

In preparing the budget for 2008, Jen projects a \$300 - \$1,500 deficit in the conference. This is projecting current expenses for 2007 into 2008, and protecting the earmarked funds which are in the conference account. Options for the fundraising to close this gap would include:

- Grants, perhaps a seed grant from a large national foundation
- A dues increase, although with the last increase in dues there was a 15% decrease in membership, and a very modest change in the income to the conference

- Additional assessments for the teams (this will be the means used if the other means fail.)

2008 Budget

A detailed review of the 2007 YTD finances of the conference and the 2008 were circulated. In Summary:

Dues in: \$7,030
Projected Expenses: \$8,591
Deficit: (\$1,561)

Note: This deficit decreased somewhat with the below mentioned thriftiness initiatives.

Thriftiness initiatives:

- For teams requesting additional coverage under the conference insurance (i.e. for trailers owned by the individual teams) there will be an assessment to the team to cover the premium for that coverage. The conference is awaiting a more detailed billing from VFIS, and invoices will be issued to the affected teams.
- The use of the 800 phone number was discussed. This is a toll-free number that rings at the BRMRG locker. While in the past this was quite valuable for responding members to check mission status while traveling to distant missions. Now that nearly all members have cell phones with national free dialing, this is an unneeded expense for the conference.
 - MOTION: The ASRC will no longer reimburse BRMRG for the cost of or use of the 800 number. ASRC members are to use the regular number to contact the BRMRG locker 434-924-3724. The Operations officer will notify the BRMRG Chair and conference treasurer via letter; the Chair will notify conference ICs of the change. The motion carried, with 3 abstentions

Training:

Doug Moore (MARG) was nominated by Carl Werntz for promotion to IC-III. His application is in order except for no evidence of endorsement from his home team. A motion was made to approve his application contingent upon his receipt of endorsement from his home team, communicated via letter email from his group chair to the Conference Chair, who will make the final determination after receipt of same. The motion carried.

Prior Meeting Minutes

Motion by Bob Allam, seconded by Keith Conover to accept the minutes from the January, April, and July 2007 BOD meetings. The motion carried.

State Relations:

The Virginia VDEM MOU was submitted to VDEM in July, 2007. We have not received any response to date.

The Maryland NRP application for the conference as a whole will be submitted shortly. Individual teams in/bordering Maryland are encouraged to submit their own applications as well.

Uniform Standards

The results of phase 1 of the uniform survey conducted by Keith Conover and the Uniform Subcommittee was discussed. 166 ASRC members (of 432 valid emails) responded.

- Allow Group Patch: 88% Yes, 6% No
- Group Patch Location: 24.6% Right Breast, 27% Left Breast, Other/not sure 46%
- Shirt Type: Evenly distributed between answers
- Pants: 14% No Specification, 27% No Jeans, 10% Khaki, 16% Navy Blue
- Jacket with matching patches: 54% Yes, 24% No

A motion was made to update section D.1.4.D of the admin manual to reflect these preferences, which is attached to these minutes. Motion by Keith Conover, Second by Chervenak, motion carried. Implementation will be effective with the 2008 AGM.

Group Accreditation/Reaccreditation Process

Discussion led by Bob Allam, Operations Officer.

Concerns raised by several teams were addressed. The sense of the board was to move the knowledge of operational standards into the Full Scale Exercise (rather than testing individuals). The requirement for RA feedback was removed as several teams do not have working relationships with their local RAs.

On the question of results of a “failure”, if a team “fails” to meet the requirements:

- They will enter a 6 month remedial period, whilst maintaining certified status.
- A mentor team will be assigned within 2 weeks to assist the team with demonstrating satisfactory compliance with standards
- If, at the end of the 6 month remedial period, the team is not able to demonstrate satisfactory performance, then the team will be moved to probationary status.

Bob Allam will circulate a motion for electronic voting on this in the near future addressing these updates. Then the hard work will begin to develop the details for the actual testing.

Potential New Teams

The Chair has been approached by 3 teams who are interested in joining the ASRC. He will be referring these teams to nearby existent teams who will hopefully be able to mentor them through the accreditation process. It will be the responsibility of these mentoring teams to nominate the teams for membership.

The meeting was adjourned at 15:05 Hours.

Respectfully Submitted,

/s/ Carl Wertz

ASRC Operations Status Report For January 2008 BOD Meeting

Operations

1. Policy for accreditation of groups:
 - Anticipate approval of the policy during the BOD meeting.
 - Draft full scale exercise (FSE) plan (Keith).
2. Operations manual rewrite high level plan and milestones (Alex).
3. Summary of 2007 accomplishments and 2008 challenges (attached).
4. Needs – Active Alert Officers, Dispatch Officers, IS, and IC. We're beyond the 80/20 rule and into the 90/10 rule. There are basically 3 of us who handle all of the Virginia AO and IC requirements for the conference (and state).

Communications (Keith)

1. Nearing completion of the Communications SOP annex for the Operations Manual.

Dispatch (Alex)

1. No report.

Medical (Roger)

1. Continuing to work on protocols. Basic protocols are complete. Working on specific wilderness protocols. Once complete, these will be submitted for OMD approval.

Safety (Carl)

1. No injuries reported since the last meeting.

Summary of 2007 Operations Accomplishments

1. DMVSAR was accepted as a Certified group. A special thanks to them for enduring our process evolution.
2. The Operations Doctrine was approved enabling development of the plan for the Operations manual rewrite. A special thanks to Alex McLellan for leading this effort.
3. The Group Accreditation policy is ready for approval.
4. The Group Accreditation full scale exercise (FSE) planning is progressing well and was distributed for initial BOD review. Thanks to Keith Crabtree and Andrew Bickers for taking the lead on this.
5. We became less dependent on the pager system and the inherent problem of missing pages due to 'dead' zones as well as the service provider's challenges at maintaining the system. The issues we experienced this year caused by the service provider jeopardized the Conference's ability to respond to the EOC and alert the Conference in a timely manner. The current capability facilitates alerting members by pager, email, and/or SMS. A special thanks to Alex McLellan for handling this.
6. Evolution of the CDO function to be location independent by providing website-based tools eased the learning curve for those able to assist with CDO who are not able to respond to a mission. We even had CDO coverage from Chicago.
7. The mission-related information now available on the website also facilitates the dissemination of this key information to all ASRC members. It is a ready source of information without requiring the use of the alert system to get the details out to the Conference.
8. We implemented the Conference standard for Conference Dispatch Officer.
9. We formalized the Alert Officer training program.
10. We conducted a safety investigation.
11. We successfully renewed our OEMS ALS status after a monumental effort by Roger Miller and Will Barnhardt (BRMRG).
12. Developed and approved the Operations Officer position description.
13. Developed the Medical Annex for the Operations manual.
14. Secured a new VA OMD.
15. Developed the Communications Annex for the Operations manual.
16. Updated the Safety Annex for the Operations manual.

Challenges for 2008

1. Need increased numbers of active IC, IS, AO, and CDO in order to facilitate timely mission response especially by qualified management staff.
2. Need to organize the effort for updating the Operations manual using the NIMS format.
3. Need to gain BOD approval of the Group Accreditation policy and then finish developing and documenting the supporting details.