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# Board of Directors Meeting

— August 2016 —



## Themes and Culture

**"The way to get started is to quit talking and begin doing."**

*-WALT DISNEY*



## Themes and Culture

### THEMES

Productivity and excellence over perfection

Our product is information

We are not a policy making club anymore

We need to start talking about Search and Rescue again

**PRODUCTIVITY**



**POLITICS**

## Survey Results - Group Ratings

| Rated Item  | Team   |        |        |        |        |        |        | Average |
|---|--------|--------|--------|--------|--------|--------|--------|---------|
|   | Team 1 | Team 2 | Team 3 | Team 4 | Team 5 | Team 6 | Team 7 |         |
| Training Standards  | 3      | 5      | 4      | 4      | 5      | 5      | 3      | 4       |
| Access to missions outside of your typical response area      | 4      | 3      | 4      | 4      | 5      | 4      | 4      | 4       |
| Multiagency coordination for large searches                   | 4      | 4      | 4      | 4      | 5      | 4      | 3      | 4       |
| SAR Exercises and Simulations                                 | 5      | 3      | 3      | 4      | 5      | 4      | 3      | 4       |
| Training Opportunities/Information Available from other teams | 3      | 4      | 3      | 3      | 5      | 4      | 3      | 4       |
| Access to "Experts"   | 4      | 4      | 3      | 3      | 5      | 5      |        | 4       |
| Being part of an organization with high standards             | 3      | 5      | 4      | 4      | 5      | 5      | 4      | 4       |
| Group consensus of governing documents and policies           |        | 5      | 3      | 3      | 4      | 5      | 4      | 4       |
| Credentialing   | 3      | 4      | 2      | 3      | 5      | 3      | 2      | 3       |
| Insurance coverage provided by ASRC membership                | 2      | 3      | 4      | 3      | 3      | 1      | 2      | 3       |
| Opportunities to participate in research                      | 3      | 3      | 3      | 3      | 3      | 3      | 1      | 3       |
| Standardized uniform policy                                   | 1      | 5      | 2      | 3      | 5      | 4      | 1      | 3       |
| List Serves and Bulletin Boards (Yahoo Groups)                | 2      | 2      | 1      | 2      | 3      | 4      | 3      | 2       |

# Survey Results

## What do you think are the biggest challenges facing the ASRC today?

(7 responses)

Offering value-added services to member groups

People haven't heard of the ASRC. Standardizing the current standards so that everyone is doing the same thing with their checkoffs. Getting new teams to join.

With the States taking over the running of searches and training volunteers the main challenge is: "Relevancy and direction". What is the "use" of the ASRC? The direction seems to have been lost and now it's scrambling to find itself before it loses more teams.

Getting call outs  
Support of groups

Figuring out what they should be.

Since it has gone non-operational, their biggest challenge will be convincing its current member teams to remain in the ASRC.

ASRC training and involvement.

Holding the conference together, and gaining teams while not losing any. Getting people involved, who take pride in the conference and want to see it succeed

training standards to cover the needs of too many different states

- Lack of a clear mission/purpose
- Vacancies or soon to be vacancies in the top 3 leadership positions
- Lack of cooperation between teams in dealing with serious safety and behavioral issues
- No mutual aid callout process, compounded by the lack of new search managers and conference dispatch officers
- Everyone involved in and leading major ASRC initiatives should be a member a Group, even if they are working for the good of the whole ASRC.

# Survey Results

## What services do you want/expect from the ASRC? (7 responses)

Networking with other teams, getting called out for other teams missions

Continued high standards, network of "experts" to learn from, assistance with trainings, a curriculum that goes with the training standards for new teams coming in so they don't feel they have to create their own (again goes back to standardization). A "textbook" that goes along with the training standards to recommend to new members coming in.

Having the ability for teams to cross state boundaries, training standards are good, best practices on how to do things would be great. Optional insurance if insurance is eliminated. Taking care of insurance so teams don't have to... More opportunities to share with teams information/research/remote support skills, workshops and suchlike.

Insurance, call outs  
Standards setting, training

Think tank for SAR excellence.  
None

I personally feel our group should disband from ASRC

Callouts, remote support, unity

Remote support, SAR management skills, respected training standards

- Having a functional mutual aid/dispatch system, with a roster of AOs, to facilitate ASRC teams helping each other
- Ensure that teams meet the expected team performance standards to be included in that mutual aid system
- Hold teams and individuals accountable for professional and safe behavior, as well as cooperating with other teams in order to be included in that mutual aid system.
- A set of training standards so that multiple organizations have roughly the same standards.
- External support and resources for multi-day or large searches.

## Survey Results

What ways would you offer to improve the ASRC today? (5 responses)

Getting the word out about the ASRC, having members on sub committees

Help find a direction for the ASRC so that we don't lose more teams and actually grow. Conferences to both teach and learn. Help with training standards and best practices.

More callouts, more ASRC facetime at searches

Not sure

Turn the ASRC into an association for Mid-Atlantic SAR teams like NASAR and MRA.

None, recommend SMRG leave the ASRC

No answer.

Where to begin... ? Conference-wide exercises!

- Get back to focusing on getting qualified SAR teams to missions when an ASRC member group needs help.
- Put more focus on the groups, group performance, and group testing. SAR is a team sport and the ASRC is made up of teams – its standards and operations should reflect that.



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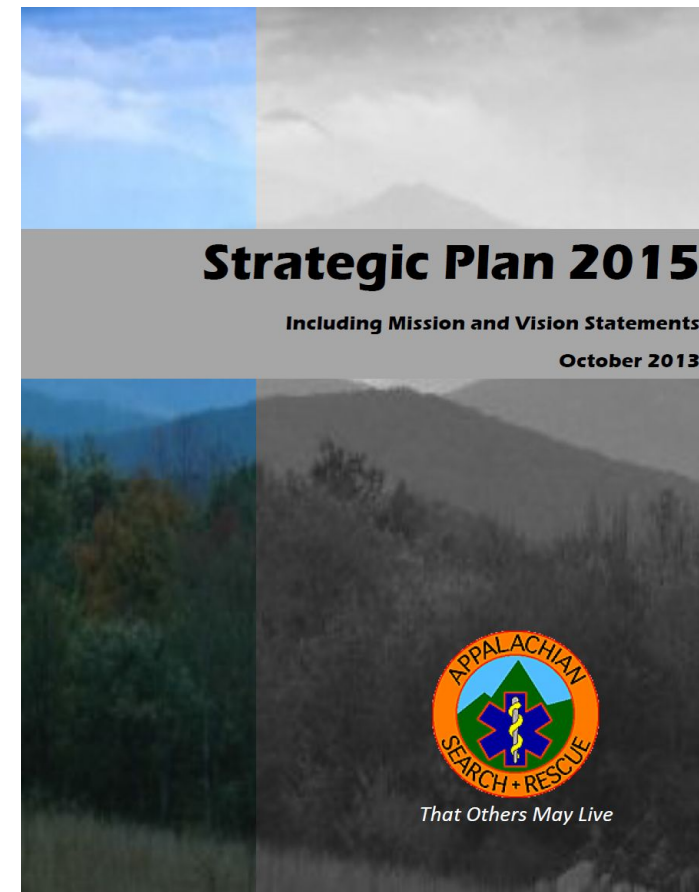
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

## Strategic Plan 2015 - Mission Statement

The mission of the Appalachian Search and Rescue Conference (ASRC) is to locate the lost person efficiently by enabling its member teams to provide the best search and rescue services possible to responsible authorities.



# Strategic Plan 2015 - Strategic Goals - How Did We Do?

## Summary

|   |   |
|---|---|
| Getting Back to Search and Rescue<br><i>revisit our organizational structure, return to team-centered management, and define the value of the ASRC</i>  |  |
| Reinforcing our Fundamental Search and Rescue Skills and Strengths<br><i>recommit the ASRC to recognizing that the fundamental skills of search and rescue are the cornerstone of our practice</i>  |  |
| Focusing on Those We Serve<br><i>committed to further developing these relationships [with RAs] to better serve the lost person</i>   |  |
| Developing and Mentoring Today's Leaders<br><i>Today's leaders are the key to maintaining the tradition of excellence that the ASRC is known for and setting the example for tomorrow's leaders.</i>  |  |
| Fostering an Ecosystem for Innovation<br><i>Our goal is to continue this tradition of developing new capabilities, improving search management, harnessing new technologies and methods all in order to locate the lost person quickly.</i> |  |



Goal Met








Goal In Progress, On Target



Goal Not Met, Not On Target

# Strategic Plan 2015 - Goals and Action Items - How Did We Do?

## Goal - **Getting Back to Search and Rescue**

|  |   |
|--|---|
| Develop methods and practices for the ASRC to serve the needs of its member teams instead of its member teams serving the needs of the ASRC.   |  |
| Develop the organization and governance to align with team-centered management and continue to support the ASRC's capability to provide multi-agency coordination, among the member-groups and across the community. |  |
| Provide updated administrative and operations manuals which create a community of search and rescue teams, to continue to discuss topics which are important to them and not debate the proceedings of the ASRC.     |  |
| Empower our member teams to develop their relationships with the responsible authorities they serve.   |  |
| Provide a culture which values the needs the responsible authorities we serve and find ways to balance those needs with those of the missing person whom we ultimately train to help.                                |  |



Goal Met








Goal In Progress, On Target



Goal Not Met, Not On Target

## Strategic Plan 2015 - Goals and Action Items - How Did We Do?

### Goal - Reinforcing our Fundamental Search and Rescue Skills and Strengths

|  |   |
|--|---|
| Build training programs which continually reinforce and strengthen the skills taught in every basic search and rescue program.   |  |
| Develop within each member team an emphasis that all responses and trainings are performed and accomplished with a focus on the safety of personnel.   |  |
| Place a high value, with equal weight and emphasis, on technical skills such as searching, land navigation, wilderness survival, incident command systems, communications, wilderness rescue and first aid skills. |  |
| Leverage our experienced personnel to pass these basic skills and their importance on to the new members of each team.   |  |
| Hone and adapt these skills and strengths to the areas in which we operate, understanding the terrain and the associated hazards.  |  |



Goal Met





Goal In Progress, On Target



Goal Not Met, Not On Target

## Strategic Plan 2015 - Goals and Action Items - How Did We Do?

### Goal - Reinforcing our Fundamental Search and Rescue Skills and Strengths

|  |   |
|--|---|
| Ensure that personnel of each member team are qualified individuals by developing training and evaluation standards that are second-to-none.   |  |
| Place a high value on qualified, well-rounded, field team leaders who lead their teams on missions, understand their tasks within the context of the mission, and provide the best possible results of each task to the search managers. |  |



Goal Met






Goal In Progress, On Target



Goal Not Met, Not On Target

# Strategic Plan 2015 - Goals and Action Items - How Did We Do?

## Goal - Focusing on Those We Serve

|  |   |
|--|---|
| Recognize that each member team should have strong relationships with the responsible authorities in their area. We will encourage and support our member teams to further develop these relationships with the local, state and federal responsible authorities in their service areas  |  |
| Recognize that the responsible authorities that utilize our member teams are our clients and our response to their requests for services are focused on their needs and requests at the time of our responses. Our member teams bring the full breadth of their capabilities to bear on each mission or request, including highly trained and skilled personnel. This enables our member teams to provide the services that the responsible authority requests, but also provides additional resources should the responsible authority choose to activate them. |  |
| As the mission warrants, our member teams can, with the agreement of the client, activate additional ASRC teams to bring the full resources of the conference to bear on the mission.  |  |



Goal Met





Goal In Progress, On Target



Goal Not Met, Not On Target

# Strategic Plan 2015 - Goals and Action Items - How Did We Do?

## Goal - Focusing on Those We Serve

|   |   |
|---|---|
| We work with the responsible authority when our resources are requested. If the conditions of the search mission do not match our expectations then we are committed to working with the responsible authority to help them conduct the best search mission possible with the given resources within the parameters they are comfortable working.   |  |
| We have the best interest of the lost person in mind at all times. We fulfill this by having the best interest of the responsible authority in mind at all times as well. Our personnel will not freelance while engaged in a mission whether their work is in the field or at the incident command post. The time for our member teams to air their disagreements is during after action reviews or in private with the responsible authority. We will not criticize our partners in public. |  |



Goal Met



Goal In Progress, On Target






Goal Not Met, Not On Target



# Strategic Plan 2015 - Goals and Action Items - How Did We Do?

## Goal - Developing and Mentoring Today's Leaders

|  |   |
|--|---|
| Encourage the members of each member team to achieve their field team leader status. We recognize that field team leader is not just a role during missions, it is a role carried through the entirety of their involvement in search and rescue. The field team leader sets the example for new and incoming team members, shares their knowledge and enthusiasm for the work we do, and provides leadership during all team functions. |  |
| Provide an open forum for the officers and leaders of the member teams to exchange ideas and thoughts on leading their respective teams, ask questions and share their teams accomplishments. The ASRC will actively engage the training and operations officers of each team and create opportunities for information and ideas exchanges. All discussions will be moderated to ensure a positive environment is created.               |  |
| Provide open access to those who have specialized knowledge and expertise to share through regular webinars, conference calls, or other means. Each of our member teams have personnel who have something to share, we want to harness that information and make it accessible to our membership.  |  |



Goal Met








Goal In Progress, On Target



Goal Not Met, Not On Target

# Strategic Plan 2015 - Goals and Action Items - How Did We Do?

## Goal - **Fostering an Ecosystem for Innovation**

|  |   |
|--|---|
| Encouraging our member teams to identify new capabilities they can bring to bear on search and rescue missions based on routine mission debriefs.  |  |
| Assisting teams in developing new capabilities by providing needed support to help review standards, finding experts in the field, understanding best practices and identifying other support as needed. |  |
| Keeping our member teams informed of current issues and advances in search and rescue, emergency management and operational tactics that could be implemented in our region.                             |  |
| Providing assistance in finding sources to fund particular projects.   |  |
| Acknowledging the work done by others to advance the state of search and rescue in our region.   |  |



Goal Met








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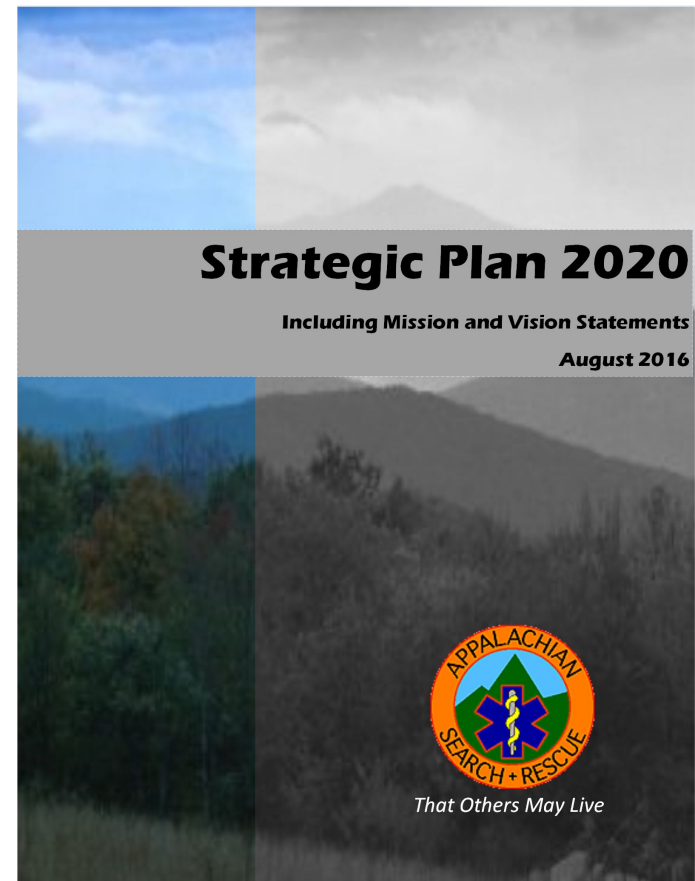


Goal Not Met, Not On Target

## Strategic Plan 2020 - Mission Statement

The mission of the Appalachian Search and Rescue Conference is to locate the lost person efficiently by enabling its Groups to provide the best search and rescue services possible to responsible authorities.

*There is not another organization like ours in Search and Rescue.*



## Strategic Plan 2020 - Strategic Goals

1. Credentialing Program
2. Develop our Groups
3. Deliver content to our Groups
4. Develop our Remote Support Capability
5. Foster an ecosystem for innovation

## Strategic Plan 2020 - Where are we headed?

Incubator for Innovation in Search and Rescue

Professional Society for Search and Rescue

Center of Excellence in Search and Rescue

Multi-agency Coordination Center

Credentialing Agency

- A. Vacant Officer Positions – Vice Chair, Operations
- B. Brian Maier – SAR OH
- C. AMRG/MARG 2015 AGM K9 Incident Investigation
- D. Results of the Survey
- F. Strategic Plan – 2020
- G. Iterative improvements to Governance documents
- H. Training Standards – version 8
- I. Credentialing Board
- J. Content and Training Materials
- K. Remote Support



- L. Insurance
- M. Risk Management Committee
- N. Medical Committee
- O. UAV Community of Practice
- P. January 2017 Retreat
- Q. 2017 Annual General Meeting
- R. Chair Succession Planning
- S. DMVSAR offer of memorandum of understanding
- T. Deliverables and Action Items for November 2016 BOD meeting

# Training Standards Update

Current timeline:

Current version of my version 8 working - included in electronic files

I hope to have the Search Managers sections added for Saturday.

I have a sample lesson plan “Legal” that the group can review as well as a Skills evaluation

I’ll give the GTO’s and whoever else wants the month of Sept to review provide comments.

That should let me present the **final draft of version 8 for the October meeting**.

Once version 8 is accepted, we can start to generate lesson plans for each of the requirements

- Presentation
- LessonPlan
- Quiz to verify objectives met