

National Association for Search and Rescue
2004 Fall Board of Directors Meeting
September 9 – 11, 2004
Comfort Suites, Chantilly VA

September 9, 2004

Meeting called to order at 1315 hrs

Board Members Present:

Cole Brown
Norm Rooker
Lt. Col Scott Morgan
Randy Servis
Chris Long

Absent Board Members:

Jim Stumpf – Deployed on Hurricane Charley
Kathy Miller – Hurricane Charley and Frances hit her jurisdiction.
Susan Thrasher – ill family member
Dave Meek – ill family member

Committee Chairs:

Art Wolff – Representing SAR Dog Section

Staff Members:

Jacki Golike
Paul Burke
Megan Bartlett
Janet Adere
Ross Robinson

Randy Servis appointed Art Wolff to fill the vacant seat on the board due to Larry Pugh's resignation. There was unanimous concurrence from the other board members present. Randy indicated that he would contact the absent board members before the close of Saturday's Board session. Art Wolff is currently running for a position on the BOD; if he is successfully elected to the board, he will then resign from this appointment and assume his seat in January. If unsuccessful he will remain in the appointed seat to serve the remaining two years left in the term.

The minutes from the BOD conference call were reviewed. **MOTION:** To accept minutes from July 21, 2004 Conference call as submitted. Moved by Chris Long, seconded by Brown. Motion carried.

NASAR Staff supervisory changes made effective September 2004 – Jacki Golike informed the BOD of changes to the supervision and responsibilities of the NASAR staff. The changes were necessary for functional reasons, to re-align span of control for Jacki, and to free her up to take on some of the larger challenges and opportunities for the organization. These changes did not affect budget. Megan was promoted to Assistant Director responsible for General Administration, Conference, Bookstore, and Membership. She will directly supervise Sandy McIntyre (Sales Manager) and Cyndi Mahler (Member Services Manager). Janet Adere was promoted to Education Services Director. She will directly supervise Paul Burke (Western States Education Manager) and any additional staff hired in the Education Department. Jacki will continue to supervise Megan, Janet, Don Cooper (Research and Development Manager), and Ross Robinson (Accounting Manager).

NASAR policy statements - As part of Jacki's employment contract she has been working toward her certification as an association executive (CAE). As such, she has taken a course on corporate ethics. She presented to the BOD for approval three policies: Ethics Policy for Board of Directors and Appointed Leadership, Harassment / Discrimination Policy for Board of Directors and Appointed Leadership, Board of Director, Appointed Leadership, and Staff Disclosure of Conflicts of Interest policy, and Corporate Anti-Trust Policy. Discussion was centered about where the material came from and what teeth existed to enforce the document. Jacki requested the BOD review the documents prior to moving forward on this. There was general agreement on need for the policies. The board was directed to get any comments to Jacki by **October 4, 2004**. Rewrites will receive legal review by NASAR counsel. The board should be prepared to approve the policies on the November 17, 2004 Board conference call.

Re-categorization of funds – the NASAR auditor, RSM McGladrey, has made an official determination on funds received as a result of completed contract with FEMA. These funds date back to November 1995 and have not been identified by FEMA as an amount due to them. Further, based upon on the in-depth research that has been done by both NASAR and FEMA, the exact disposition of the funds is undetermined. Therefore, the auditor and accounting manager recommends that NASAR remove the full amount as a liability and re-categorize it as an asset. Ross spoke with several agencies and there is the consensus that the funding is ours. It is currently in an interest bearing account with Bank of America. There was a great deal of discussion on this issue and cautionary advice. **MOTION:** To re-categorize the grant residual from FEMA as a corporate asset and authorize the use of the balance as required to meet operational goals. Cole Brown / Seconded by Chris Long. Call for vote. No opposition, motion carried.

Agreement with ASTM – Following the BOD vote in June 2004 to cease standard-setting, ASTM through Jacki presented a draft of an agreement to turn over the copyright for any current NASAR standards to ASTM. There will be a second agreement should NASAR want permission to reprint parts of the ASTM standards as they are developed and ratified. NASAR has, in fact and on review, little to call “standards” in that our existing standards do not meet the ASTM definitions. ASTM will provide a list of those items that meet their definition to insert in the agreement. **MOTION:** Approve the ASTM / NASAR agreement as presented. By Norm Rooker, seconded by Cole Brown. After discussion, the motion was withdrawn, and the issued

tabled until section 1.2 (specifically “training course materials”) of the document is explained by ASTM.

The question as to who is on the Standards Committee arose. Randy Servis explained at this time Steve Hudson is the committee chair with Servis and anyone else welcome. The committee was intended to be a “temporary” committee tasked only with the determination of what NASAR’s current policies are and to develop a new policy if necessary establishing a process for future “standard” development and transitioning into the ASTM process.

With the BOD vote in June and with the pending ASTM / NASAR agreement, NASAR’s use of the word “Standards” needs to be removed from NASAR texts and supporting materials. All documents written should remove the reference to NASAR Standards as they pertain to what basic requirements NASAR has set. The existing standards will then be turned over to ASTM. NASAR will retain ownership of all testing processes and testing criteria as well as all processes and criteria for meeting the SARTECH and CANINE SARTECH certifications.

A discussion occurred as to the orange SARTECH and purple CANINE SARTECH publications. Also a discussion of the cost / purchase price of this publications occurred. **MOTION:** That the current SARTECH and K-9 testing criteria be published in an electronic format and be available for free on the NASAR website. Moved by Chris Long, seconded by Cole Brown. As policies and procedures are written, the current as written ones shall be placed on as soon as possible. Motion carried; no dissenting votes.

NASAR relationship with Native American Communities -- The BOD considered the reasons for offering assistance within the Native American Law Enforcement community regarding training. The discussion centered on developing the relationship which would facilitate further cooperation. **MOTION:** To resolve that NASAR recognizes the Native American Nation’s SAR responsibility and would welcome a partnership within those communities to develop SAR programs. Chris Long moved and Art Wolff seconded. Passed unanimously. Randy is to draft the resolution which can then be forwarded with a cover letter to appropriate contacts within the Native American communities.

Draft Standards Policy -- Discussion on setting a standards committee and policy when dealing with ASTM as they develop the new standards. Review was made of a prior 1994 policy reflecting the NASAR policy in this process. There is no knowledge as to where this was used and if this is the same process that Craig Bannerman used when he put the review of standards together. Janet Adere will contact Craig Bannerman and discuss this evolution. The BOD was assigned to read the printed material from Steve Hudson and Jacki during the evening hours and be prepared to continue the discussion during the following day’s session.

Appointment of NASAR Legal Advisor -- Jacki pointed out that MRA has a legal advisor who reviews legal issues for their organization. There are some decisions currently that affect SAR providers. NASAR’s current attorney knows little about SAR. We have no industry-specific attorney available to us. The BOD has consensus regarding having this available to us, however the person is not specific. Several suggested persons were named, and Jacki will place the information on the SAR List. Lois Clark-McCoy was suggested as a contact for additional ideas.

Norm Rooker will get the guidelines that the US Lifesaving Association uses and share them with Jacki as well. **MOTION:** To include an attorney on the Board of Directors in an advisory position. Cole Brown moved and Art Wolff seconded. Passed unanimously.

Discussion of 2003 Audit Report -- The BOD reviewed of the 2003 audit report. No remarkable items beyond what was contained in the report. The auditors were comfortable and it showed a clean bill of health regarding the corporation. Jim Stumpf has requested input on four questions via e-mail (1) In the McGladrey & Pullen cover letter (dated 6/28/04) they mentioned an April 23, 1994 letter – is this anything pertinent? Per Ross and Jacki this letter was not pertinent. (2) In the 6/28/04 letter there was an issue about capital expenditures on a couple of instances. What is this about? There were two instances where accounting staff had capitalized equipment purchased which was under the \$500 threshold for capitalization. Those two items, since they cost less than \$500 each, should have been directly expensed instead. The corrections were made and steps have been taken to ensure that the policy is followed in all instances in the future. (3) In the financial report (page 3) they commented about \$228,490 being moved from restricted to unrestricted. Is this some of the K-9 monies or what? Per Ross and Jacki, yes these are K-9 monies that were restricted by the donors. As expenditures reach certain levels funds are released from restriction. Historically, this has ranged from 10% to 28%, in 2003 it was around 22%. (4) On page 4 there is \$228,650 prepaid expense - what does this include? Per Jacki and Ross this includes the Gala and 2004 Conference expenses, bookstore catalogs and similar pre-paid expenses.

Jacki described to the BOD that the lack of monthly financial reports has been a large problem. Kellie Mazzilli's last report was in April. Nancy Stockham was on board for only two and half months and she did not produce one. Ross indicated that his goal was to produce one month's financial report each week. He believed that he would be able to have them caught up by mid-October. Ross also indicated that liabilities had been caught up to 60 days past due, and would have the organization caught up to 30 days next week. Both Ross and Jacki believed that SAR 2004 lost money. Ross indicated that we should have a handle on this issue within the next weeks, and it will be reflected in the monthly financials for June. Ross indicated that NASAR lost a large amount of money with both 2003 and 2004 Galas being cancelled. He stated that it was hard to give a firm number at this time, but including the loss on the Conference he believed the amount to be around \$300,000. There was some discussion regarding the cancellation of the Gala and the resulting loss of revenue, as well as the issues related to the mis-handling of deposits made to one of our event planners and given to another without our expressed approval or knowledge. A question was posed: should NASAR take legal action against Promotion One and other parties to this event? **MOTION:** The BOD shall pursue Legal actions against RM Communications and USA Hosts relative to the deposits made for the NASAR Gala. Motion by Chris Long, seconded Norm Rooker, and motion carried as unanimous.

Meeting adjourned for the evening at 1700 hours. Chris Long moved, second by Art Wolff.

Friday September 10, 2004 Call to order at 0815

Citizen Corps and its relationship to Search and Rescue – Jacki and Janet attended the July 2004 Citizen Corps National Conference in Denver, Colorado. We need to do some marketing both

on the local and national level to develop this relationship. Staff requested that Randy Servis write a letter requesting local and state Citizen Corps Councils add a Search and Rescue representative to their advisory group. Randy agreed to write such letter.

As a Citizen Corps affiliate, NASAR was asked by Citizen Corps National Office to serve as a “clearinghouse” for volunteers deployed as Community Relations Officers in support of Hurricane Frances. There are some indications that Citizen Corps and FEMA want to continue to use us for deployment / clearing house. All indications are the resources that were sent were well received. Discussion on how and if we are going to do this occurred. Some concerns were expressed, especially as related to the cost to NASAR of serving in a response capacity. Staff was directed to send a letter to Citizen Corps asking for reimbursement for time and other expenditures related to Hurricane Frances.

The consensus of the BOD is to explore the possibilities of providing a response capability, and directed staff to provide them with a business plan and/or implementation plan. The BOD would like to have the Citizen Corps Affiliate agreement posted on the web, with an explanation of the Hurricane Frances response, and noting that Citizen Corps came to us to provide this service. It was suggested that we survey the membership to determine if they want us to consider adding this type of response to our agency mission.

Standard Policy Discussion (cont) -- Janet reported that she had been able to contact Craig Bannerman reference to the 1994 Policy on Skill and Performance standards. She report that the policy has not been changed or revised since when it was implemented. If someone approached Craig, he would set up the committee and do the process. Art Wolff indicated he was part of the committee that developed some of newer “standards” and they only followed parts of this policy because it was too cumbersome. Craig as indicated he follows the Education P&P manual, but believes that the BOD has made changes that are not in the P&P manual and any changes should be in the BOD minutes.

The BOD continued its discussion on Standards Review Committee – should this be a committee -- who should be a members -- should this be one person -- Should it go outside the process already in place (our committee system in place) specifically the Education committee? The discussion focused on the consensus that the current system is broken, needed clarification, and need direction. No one clearly understands the current system. Paul Burke and Janet were tasked to brainstorm, as both work within the Education system on a day to day basis and return in the morning with a briefing to the BOD.

Appointment of Art Wolff -- Randy Servis informed the board that he had notified Kathy Miller (who abstained her vote) and Susan Thrasher (who voted her support) about the appointment of Art to the BOD, He had left message with Dave Meek [Dave Meek contacted Randy Servis on Saturday at 2230 hours EST and voted his support], Randy indicated that he had no contact number for Jim Stumpf since he was deployed at Hurricane Charlie and Frances at the time of the meeting.

Update from Ketchum -- Tony Burchard from Ketchum reported to the BOD it has been a challenge to communicate with possible sponsors and donors. We need to know who our

members are, need to develop profile of the membership, to give to potential sponsors and donors. Ketchum reported the following people have confirmed involvement in the advisory board: Paul Hardin with ACR. Paul had indicated that he will help in developing this profile. Alice Nathanson, MasterFoods (Pedigree), has agreed to serve. As has Charles Holmes, National Director of the Venturing Program within Boy Scouts of America. On Oct 14th Lt. Col. Scott Morgan Ret USAF will be joining the board. They have approached Garmin to serve and have also approached Mike Ryan. Ketchum has started conversation with American Red Cross. AKC is also a possible member. They are working to get appointments with Ford / GMC. The role of this National Advisory Board is to help gain access to people and develop sponsorships and donors. The current National election process has affected this process, and the economy recovery as been slow. Ketchum indicated that they are disappointed and will extend contract with NASAR until June 2005, due the slow going, even though the contract ends December 2004. This will be done at no additional cost to NASAR. Cole Brown and Chris Long expressed dissatisfaction with the results Ketchum has achieved to date. They were told that Ketchum would be raising a core fund of approximately \$500,000. They have not raised anything so far. They also questioned whether the contacts made were a result of Ketchum's so-called "influence" in the industry or whether all the contacts were made with companies with whom NASAR already had an existing relationship. Tony requested the board not look for short term actions but need to view this as a long view approach.

Discussion of the Proposal for Anchorage 2007 -- The BOD expressed concerns about costs for un-paid professional to go to Anchorage for our annual conference. The BOD indicated it was neat locale but was luke warm at best to the back the idea of holding a conference there despite the fact that surveys completed by members indicated a high percentage of support for the venue. Instead, the BOD suggested going to Northwest – Portland (where we have enjoyed previous success) and/or going to the Northeast (where we have never been) – Jacki said she would be going to the Tri-State Conference in New York will explore the local support for the conference.

Strategic Planning Workshop -- The BOD had received two reports e-mailed from Stacie Morgan as to the results of the first session on Strategic Planning. The BOD agreed to work via e-mails to get remaining worked need to be completed and then plan on adding two days to the board meeting in January, 2005 with either Thursday and Friday (first choice) then Monday / Tuesday (second choice). Jacki will confer with Stacie and the hotel and see if this could be arranged.

Discussion on SAR 2004 Conference Evaluation -- Megan presented the results from the SAR 2004 Conference Evaluations. The results indicated that the vast majority of the attendees were very happy with the conference. On behalf of the Board of Directors, Randy Servis recognized the work of Megan and the rest of staff on their hard work on this conference.

Pending Items / Projects -- The BOD reviewed pending items and projects:

- Wilderness Medical Associates (WMA) proposed SAR First Aid training – The contact with WMA was unable to attend the BOD meeting. Norm Rooker has scheduled a meeting with the doctor next month at EMS EXPO and will report back to the board.

- Canine Section Guidelines – Randy Servis that Dee Wild, Section Chair, had sent Servis dog committee guidelines in May 2004. Servis will send out to the rest of the BOD via e-mail.
- Business Plan for NASAR participation at trade show exhibits – Norm Rooker reported the Plan has not been completed. Norm requested that he be released from the project, as he is over tasked. This item needs integrated into the Strategic Planning. The BOD agreed.
- FCC and SAR Frequencies – Cole Brown reported no action at this time.
- Guidelines for External Affairs Committee – Cole Brown reported no action at this time.
- Position on volunteer background checks – Completed by the BOD in May 2004.

Background check for NASAR educators – The BOD began discussion on this subject, what do we do with the 400 instructors, evaluators, coordinators due to the BOD stance that background checks should be done on responders. The only major issue was the security issue on the records and to have legal review. It was suggested to model our policy similar to the Boy Scouts of America and to model their form. **MOTION:** It will be the policy of the BOD directors to have all board of directors, volunteer leadership, employees, and contract employees including instructors, evaluators, and coordinators produce evidence of a lack of felony conviction pending positive review by counsel as to the implementation of this policy. Art Wolff moved and Chris Long seconded. Motion carried unanimously.

Water & Flood Rescue Committee -- Norm Rooker presented guidelines to be reviewed by the board with comments by October 4th. Tim Rogers had also e-mail the members of the BOD a copy of this report.

Membership Review and Categories – Lt. Col Morgan submitted a plan to add additional membership categories....Professional, Associate, Students, Teacher Affiliates, International Affiliate, and Fellows. Also presented was the possibility of allowing reciprocal members. The BOD discussed the topic. Randy Servis requested the board members to review the concept and Morgan to flesh out the detail to have ready for the November conference call.

SAR Dog Section Report - Water testing criteria will be coming forthwith for the BOD to approve, Art reported he believe he will be complete with the rewrites within the next 30 days and definitely done before January. The BOD discussed the Disaster K-9 testing criteria which it may be ready for beta testing, and the BOD expressed the need to follow current process. Art was not able to say if or when the criteria had been placed upon the web. There was discussion about the cost of this program, and if there has been a market analysis to determine the industry's need and whether the program fits into the big picture. The BOD directed Dee Wild, Art Wolff and Dave Meek to develop a business plan to present to board (can use the board agenda form) by November 1, 2004 for action at November 17 conference call. — Also see attached SAR Dog Section report.

Technical Committee Report – Norm Rooker reported he had met with Gary Briese with IAFC yesterday about USAR and there is a void in training for anyone other than FEMA teams. Norm would like to explore a USAR track and summit at the conference. Jacki noted that there is already a USAR/Homeland Security Track scheduled for 2005 and she is hopeful that Norm's interest in it will result in positive results over last year's schedule which was heavily HLS with very little USAR. It is important, she noted, to keep the HLS aspects of the track so that those interested in attending can utilize HLS funding to attend the event. Norm intends to have plan typed up and present to BOD at our November Meeting. IAFC received our letter and will be forming a Water Rescue Committee, and they will be holding a 12 department water summit and will invite NASAR to participate. They are looking forward to joining us in Oakland at the planned Water & Flood Rescue summit.

Norm will be attending the EMS Expo next month. In April Norm met with the BOD of US Lifesaving Association and has asked them to write a letter to the IAFC asking for a water rescue committee, which they indicated that they would.

Meeting adjourned at 1716.

Saturday September 11, 2004 called to order at 0809 hours

ASTM agreement -- Jacki spoke Kevin at ASTM who has agreed to remove offensive language from the agreement specifically 1.2 "training course materials". Jacki will provide an e-mail of the listed "standard" from SARTECH and K9 SARTECH.

Citizen Corps -- Citizen Corps agreement was reviewed and the discussion continued as to deployment of NASAR members via the office staff, when requested by Citizen Corps. The agreement with Citizen Corps does not specifically address this issue. May have been one time event, we need to continue have conversations with Citizen Corps, formal agreement, and with cost recovery before continuing.

NASAR History – Chris Long was assigned to this project a year ago and has begun work on it. He has spoken with Rick LaValla, who provided Jacki with copies of Hal Foss' paperwork as to the formation of NASAR. Chris indicated he would like to have a meeting by invitation at to collect any photos, paperwork, etc. and to make copies. Letters will go out in January, signed by President. This meeting will be held in conjunction with SAR 2005.

SAR SCENE 2004 will be in Calgary, AB in October Chris Long and Randy Servis will attend.

Federal Report – Lt. Col Scott Morgan thanked the BOD for allowing a federal rep onto the board. NSARC has invited NASAR to attend executive meetings; this is a very big step. This is due to the attendance of Cole Brown, Jacki and Don Cooper. Jacki pointed out that Scott Morgan was also instrumental. Next meeting for NSARC will be November 4th in Washington DC.

The PLB program is going forward; Jacki was involved in the video that AFRCC has produced. The video is being distributed to all 50 states. Bugs were discovered in the beginning of the PLB

deployment/activation program, but they have been removed and the system is up and running. The DF equipment takes some training.

Privatized rescue Sub-centers are going forward. This is a sub set of the AFRCC whereby private companies contract with the federal government to receive alerts from their own devices, and then notify the state and local authorities according to the AFRCC agreements. There is leverage in the agreement for the federal government to terminate the contracts with these companies if there any problems with this system.

AFRCC will be moving to another building but will remain at Langley AF Base.

Lt. Col Morgan will be retiring and Lt. Col Ben Wash will be taking command on Oct 13, 2004 at 1000 hrs. Retirement party will be Oct 19, 2004.

A question was raised if the Federal Rep seat was for AFRCC or should it be for the NSARC. Original seat was designated to the AFRCC after discussion it was determined that the seat should be to the NSARC, and the rep should be the AFRCC commander, but this decision should be determined by the NSARC committee. **MOTION:** Clarify the advisory seat on the BOD is NSARC. Chris Long moved and Cole Brown seconded. Motion carried unanimously. Jacki will draft a letter for Randy's signature requesting that the NSARC appoint someone to replace Lt Col Morgan as a NASAR advisor effective as soon as possible and no later than the January 2005 BOD meeting.

Pedigree Activity Report – Pedigree has given \$20K for a scholarship endowment for one canine handler to attend the annual conference each year. The scholarship will be named for the retiring president of Mars, Inc. The SAR Dog Section will need to develop a process for the selection of this person. Pedigree's Paws to Recognize program is doing well. Norm Rooker will be doing the media interviews related to this project. For his efforts, Pedigree is donating \$5,000 to NASAR. (It is a general donation, not earmarked for the canine section.)

Education Programs reorganization – Paul Burke and Janet Adere – Power Point presentation and list of education personnel and job titles were presented. Lively discussion occurred. Consensus of group is the educational process needs to be revamped. The board will continue in development of a new process. Five products are currently being developed or redesigned using the framework already in place: HRD - Water (K9), Disaster (K9), Mounted SARTECH, SARMR, and MLPI. Direction from the BOD for HRD - Water K9 – complete the rewrite based upon the Beta Testing and present to the board for approval. Disaster K9 --- produce a proposal including budget for consideration by the BOD before beta testing occurs. Mounted SARTECH continue developing course / certification outline and present to BOD for approval. MLPI – Determine what progress has been made on this project; continue the research into how this needs to be rewritten. SARMR -- course is suspended and will be under review until further notice – book is out of print, will not be available for sale.

BUDGET – need to start to thinking about it...email will be coming from Cole and Jacki in the near future.

Changes in Fee Structure for courses and certifications – currently education fees are tied to membership status. This causes administration issues, the time it takes to see if they are members, if they paid wrong, then instructor has to take re-contact the student, then the student is upset. Janet proposed to make the fee a flat fee for all. This will reduce the processing time. For the sake of consistence, she suggested make the SARTECH fee the same. She suggested \$40. Discussion occurred. **MOTION:** To make all course/certification fees \$40, including new licensing program, starting January 1, 2005, with voting member benefit a \$10 NASAR gift certificate. Cole Brown moved and Chris Long seconded. Motion carried unanimously.

MOTION to adjourn the Fall 2004 Board of Directors Meeting. Chris Long moved and Cole Brown seconded. Meeting adjourned at 1231 hours.

Next conference call: November 17, 2004.

Next in-person meeting: January 22-23, 2005 at the Oakland Marriott City Center, Oakland, CA.