

In *The Art of War*, Sun Tzu wrote: “*Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.*” In a lost person search incident, the role of the planning function is to create a strategy and to evaluate its effectiveness based on the tactics executed by Operations. Creation of an appropriate strategy is dependent on obtaining and analyzing information from many sources including the AHJ, interviews, investigation, resources such as *Lost Person Behavior*, the public, and returning field teams. There are many reasons that performing this task is problematic, but the most frequent is a lack of resources. There have been many searches where the availability of updated cumulative PODs, or the calculation of shifting POAs, or even something as straightforward as having an up-to-date tasks-completed map has been significantly delayed due to lack of resources on the planning team. Technology is now readily available that can help reduce this problem. Shared file storage, such as GoogleDocs or DropBox, allows access to documents regardless of the users’ location, while server based mapping systems, such as SARTopo, allow real time access and updates to the maps used during an operation. Communication between geographically dispersed team members can be increased using systems such as Slack, texting and phone calls. But, technology is only an enabler. It takes People, Process, and Tools in order for any organization to function at a high level, and there is no better example of organizations that must function at a high level than those involved in a lost person search. Technology can supply the tools, but what about the people and processes? The ASRC has for decades been developing a system that takes aim at the People and Process portions of this triad. Driven by members of the Mountaineer Area Rescue Group, MARG, the ASRC has been developing the People, Processes and, Tools needed to support management teams anywhere within the Conference. These P, P & T have been used in actual operations by MARG and were tested in a training search involving five of the ASRC member groups with personnel of the Remote Support Corps spread geographically. This combination of people, processes and tools allows trained SAR personnel who are not on the scene of an incident to provide significant support to the on-scene responders.

The attached document, ASRC Remote Support Corps Governance, defines the governance policies and procedures for the Remote Support Corps. The Corps has written, tested, and been refining its operational procedures. Members of the Corps decided that it was an appropriate time to define the governance policies to be used to manage this cadre. The proposed governance document introduces two new organizational concepts to the ASRC.

First, the concept of a Corps. Until now, the ASRC has been an organization of Groups providing SAR resources based on a geographic area. Each ASRC Group has a primary response area and when requested will respond to any response area of another ASRC Group. There is a clear understanding within the ASRC that AMRG is a Pittsburgh group, while MARG is a West Virginia Group and SMRG is a Virginia Group. The Remote Support Corps is the first example of an organization (we have steered clear of using the term Group) providing SAR resources based on technology and not on geography. The mission of a Corps is to provide resources trained to support the operational mission of all of the ASRC Groups where those resources are trained in a specific functional area of SAR operations, but are not associated with a geography. The ASRC has flirted with this type of organization in the past, however it has never taken the steps to

provide it with a formal structure. In the past there has been an informal association of Search Managers, especially at the higher levels of Search Managers. There was a set of SMs who would respond to searches anywhere within the ASRC operational area and their response was not dependent on a full call out of the SMs home team. While functional, this arrangement was never formalized. It does not take a great deal of imagination to envision a number of support functions that could be organized in this manner.

Second, there is the concept of ASRC members who may not be members of an existing ASRC Group. Given that Corps are based on functionality and not geography, it is possible for them to take advantage of skills and expertise in SAR that may not reside in the geographical service areas covered by an existing ASRC Group. The ASRC, through the Corps structure, can and should make use of individuals with skills in specific areas (IT, Search Theory and UAV design and use to mention a few) to support the ASRC mission. Membership in the ASRC is required to provide these volunteers with a small level of liability coverage.

The Remote Support Corps is the first to create a formalized non-localized cadre whose mission is to support the ASRC groups. Based on both training and real mission experience the Corps is ready to offer its support to all ASRC Groups. Operational policies and procedures have been tested and function. The document *ASRC Remote Support Corps Governance*, has been reviewed and modified based on comments from ASRC thought leaders and based on comments from ASRC BoD meetings. Given that this is the first attempt at formalizing such an organization within the ASRC, the Remote Support Corps is sure that it is not perfect. However, it does provide a starting place that will allow the Corps to offer its services to all ASRC Groups while providing a structure that will allow for the management of the cadre.

Proposed Board of Directors Actions

January 13, 2019 BOD Meeting

1. Approve the Remote Support Governance Document developed by the Remote Support Corps formed by the BOD on 9/23/2018

2. Add somewhere in ASRC Administrative Manual:

Corps: A functional grouping of individuals within the ASRC formed at the discretion of the ASRC Board of Director..

- a. The mission of a Corp is to provide resources trained to support the operational mission of all of the ASRC Groups where those resources are trained in a specific functional area of SAR operations, but are not associated with a geography.
- b. Each Corps shall have a Corps Operations Officer that is an ex-officio member of the Board of Directors. This officer will initially be appointed by the ASRC Board of Directors. Once a governance document has been approved the officer will be selected as specified in the governance document and approved by the ASRC Board of Directors.
- c. Each Corps shall have a governance document that is approved by the ASRC Board of Directors.

3. Add to Section IV. Membership Administrative Policies of the ASRC Administrative Manual.

- a. Policies for Corps-Only Members

A member of an ASRC Corps (e.g. ASRC Remote Support Corps) who is not a member of an ASRC Member Group is a Corps-Only Member. This is a non-voting membership type pursuant to Section 5.1 of the bylaws. Such members will apply and pay individual ASRC dues to the Corps Operations Officer or designee, or other officer as specified in the Corps Governance Document. This officer will maintain roster information and submit dues to the Treasurer as outlined in the ASRC Financial Policy.

- i. The individual ASRC dues are defined as the “per Member” fee charged to Member Groups.
- ii. There will not be a “per Group” fee for the Corps

ASRC Remote Support Corps Governance

Proposed

As Approved (Date TBD)

Purpose

This document defines the governance procedures for the ASRC Remote Support Corps. As a subsidiary organization of the ASRC, The Remote Support Corps is subject to all ASRC's Articles of Incorporation, Bylaws, and Procedures. However, since the Remote Support Corps will be expected to manage its members to ensure mission readiness, all members of the Corps must abide by the governance structures defined here.

ARTICLE I

Section 1: Name;

This Corps of ASRC members participating in the Remote Support effort shall be known as the Appalachian Search and Rescue Conference (ASRC) Remote Support Corps.

Section 2: Mission Statement;

To support the mission of the ASRC using technology and trained ASRC resources who may not be able to respond to the incident location.

ARTICLE II

Section 1: Membership Process - Current ASRC Group Members;

- A. Current members in good standing of a currently certified ASRC Group may apply for membership to become a member of the ASRC Remote Support Corps provided they meet the Remote Support Corps membership requirements.
- B. The applicant must complete a background check, to be completed at the applicant's expense. A copy of a background check provided by the applicant's team will be considered sufficient.
- C. A completed application for membership shall be delivered to the ASRC Remote Support Operations Officer for review.

- D. Delivered applications shall be accepted for processing or denied at that time based solely on the membership requirements of the Corps. An application is not complete unless all forms and the results of the background check are complete and available to the Remote Support Operations Officer.
- E. Applications which are accepted for processing by the Remote Support Operations Officer will be presented to the Remote Support Corps Membership for a vote in a timely fashion.
- F. With the approval of a simple majority of the members voting, the applicant will become a full member of the Corps.
- G. If rejected at any step in the process, the applicant is to be informed of the cause for the rejection and, the applicant may re-apply after three (3) months. If rejected after a second time, a one (1) year waiting period is required for each subsequent re-application.

Section 2: Membership Process - Non-ASRC Group Members;

- A. Any person may apply for membership to become a member of the ASRC Remote Support Corps as long as they meet the Remote Support Corps membership requirements.
- B. The applicant must complete a background check, to be completed at the applicant's expense.
- C. A completed application for membership shall be delivered to the ASRC Remote Support Operations Officer for review. Delivered applications shall be accepted for processing or denied at that time based solely on the membership requirements of the Corps. An application is not complete unless all forms, and the results of the background check are complete and available to the Remote Support Operations Officer.
- D. Applications which are accepted for processing by the Remote Support Operations Officer will be presented to the Remote Support Corps Membership for a vote in a timely fashion. Application approval will be by a simple majority vote of the members present.
- E. Once approved by the Corps membership, the Remote Support Operations Officer shall promptly forward the completed application for membership to the ASRC Board of Directors for review. An application is not complete unless all forms, including background check, are completed and the results available to the Board of Directors.
- F. Upon delivery of the Application packet, the ASRC Board of Directors shall have twenty eight (28) days to accept or reject the application. If the ASRC Board of Directors affirmatively approves the application, or if more than twenty eight (28) days have elapsed without a decision from the ASRC Board of Directors, the Remote Support Officer shall accept the application on behalf of the ASRC Board of Directors and inform the applicant that they have been accepted into the Remote Support Corps.
- G. If rejected at any step in the process, the applicant is to be informed of the cause for the rejection and the applicant may re-apply after three (3) months. In the instance of a further rejection, a one (1) year waiting period is required for each subsequent re-application.

Section 3: Remote Support Corps Membership;

- A. This Corps will not discriminate against any person, nor will any person be denied membership of the ASRC Remote Support Corps based on race, color, creed, sex, national origin, ethnic background, religion, political affiliation, age, physical or mental handicap, sexual preference or for any other prohibited reason as defined in federal, state, or local law or regulation.
- B. No particular qualifications shall be placed on an applicant other than those mentioned in the ASRC's Articles of Incorporation, its By-Laws and policies, and this document.
- C. The Corps shall be open to membership at any time.
- D. Non-members will be allowed to participate in training functions as deemed appropriate by the Remote Support Operations Officer.
- E. Only full members of the Corps in good standing shall be eligible to serve in any of its official positions. Good standing shall mean that the member's dues and training obligations are current.
- F. Dues for new and established members will be at a rate determined by the ASRC Board of Directors.

Section 4: Disciplinary Actions or Discharge of Members;

- A. Reporting Procedures.
 - a. Any member of the Corps may bring charges against any other member. Charges against a member shall be reported to the Remote Support Executive Officer. In the event that the Remote Support Executive Officer is party to the complaint, or has an apparent conflict of interest, the complaint shall be given to the Remote Support Deputy Operations Officer.
 - b. The Officer receiving the charges will notify the ASRC Board of Directors that charges have been laid against a member in a timely fashion, and shall assemble a Tribunal of 5 individuals, consisting of the three Remote Support Officers and two ASRC Board Members, who shall investigate and take any appropriate action on the charges. In the event that any of these individuals has a conflict of interest, in the proceedings as defined below, an ASRC Board member shall be selected to replace them.
 - i. Any member who is related to the defendant by blood or marriage to within two degrees of separation shall not be eligible to sit in judgment of the defendant, nor will they be allowed to cast a vote in the proceedings.
- B. Tribunal Proceedings
 - a. The Tribunal shall produce a report documenting all relevant information during its proceedings.
 - b. The Tribunal shall provide, in writing, a copy of all charges against the accused. Charges shall be provided to the accused in a timely manner, with sufficient time for review prior to further activity of the Tribunal.

- c. The Tribunal shall meet separately with both the complainant and the accused prior to any judgement. Members are entitled to counsel while before the Tribunal.
 - i. Any counsel chosen by the accused shall defend said member to the fullest extent of their ability. All members are duty bound to protect the rights of the accused as his/her counselor unless he/she is the member bringing the charges.
 - d. It shall be the responsibility solely of the Tribunal to determine the seriousness of the violation.
- C. Corrective Actions
- a. At its discretion, the Tribunal may make a variety of corrective actions including, but not limited to:
 - i. Dismissal of complaint without prejudice (complaint may be re-filed at a later date)
 - ii. Dismissal of complaint with prejudice (complaint may not be refiled)
 - iii. Remedial training
 - iv. Probation
 - v. Suspension of participation in various activities
 - vi. Discharge of member from the Corps.
 - b. Any disciplinary action shall be commensurate with the offence.
 - i. Discharge of members from the Corps shall be limited to performing any act that brings disrepute upon the ASRC or the Remote Support Corps, or that violates the constitution, bylaws, or written policies of the ASRC or the Remote Support Corps.
- D. Recourse,
- a. If the complainant or the accused believes that the complaint has been inadequately addressed by the Corps' disciplinary process, either Corps member may then file the complaint with the ASRC Board of Directors in accordance with the ASRC Disciplinary Policy as detailed in the ASRC Administration Manual. Any disposition made by the ASRC Board of Directors per that policy shall be final.

Section 5: Departure of Members from the Corps

- A. Any member who resigns or is dismissed from this Corps forfeits all dues paid for the year in which the member resigns or was dismissed.
- B. Resignation from the Corps by a member shall be by notification to the Remote Support Operations Officer. At the time of resignation, the individual shall return to the Remote Support Operations Officer or their designee, all property of the Corps in their possession and provide any access codes or passwords for Remote Support Corps linked accounts or services.
- C. No person who has been discharged from the Corps shall be permitted to reapply for membership without approval of the ASRC Board of Directors.

ARTICLE III

Section 1: Legal Responsibilities;

All members of the ASRC Remote Support Corps will comply with all federal, state, and local laws and regulations.

Section 2: Rights, Duties and Responsibilities of Members;

- A. Full members shall have privileges of:
 - a. Identifying themselves as members of the ASRC Remote Support Corps.
 - b. Voting on all matters brought before the membership at meetings of the ASRC Remote Support Corps.
 - c. Holding an office in ASRC Remote Support Corps upon election.
- B. Members shall be responsible for providing their own personal equipment and uniform(s) as may be required by the Corps.
- C. Members will be responsible for maintaining and using Corps equipment properly and will report any equipment problems to the Remote Support Operations Officer or their designee.
- D. All Corps members will maintain a level of proficiency as required to support the mission of the Corps.
- E. All Corps members will conduct themselves, at all times, in a manner that will bring credit to the ASRC Remote Support Corps. They will show respect to all Corps members, user agencies and to the public in general.
- F. All members must pay ASRC dues. Members of other ASRC Groups may continue to pay dues as required by their existing group. All other members will be required to pay dues as required annually to the Remote Support Executive Officer no later than thirty (30) days after the beginning of the calendar year.

ARTICLE IV

Section 1: Election of Officers;

- A. The offices of Remote Support Operations Officer, Remote Support Deputy Operations Officer, and Remote Support Executive Officer positions will be elected from full members of the Remote Support Corps.
- B. Nominations for officers will be taken at a Remote Support Corps Membership meeting two (2) preceding meetings prior to the beginning of the new calendar year.
- C. Election of officers will be held at a Remote Support Corps Membership meeting during the month preceding the beginning of the new calendar year. All officers will be selected by a simple majority of the members present.

- D. Once officers have been selected, they will be submitted to the ASRC Board of Directors for advice and consent by the outgoing Remote Support Executive Officer or their designee. In the event that the ASRC Board of Directors votes to reject a candidate at the next meeting of the Board, then a special election shall be held at the next meeting of the Remote Support Corps Membership. At such a special election, all members previously nominated shall be considered for the office, and additional nominations shall be accepted on the spot.

Section 2: Elections and Term of Office;

- A. The following officers will be elected:
 - 1. Remote Support Operations Officer
 - 2. Remote Support Deputy Operations Officer
 - 3. Remote Support Executive Officer
- B. Term of office shall be for one (1) year.
- C. Elected officers will take office at the beginning of the calendar year following the elections. However, in the event the elections are postponed past the beginning of the calendar year, the current officers shall hold office until elections are held, at which time the newly elected officers shall take office effective immediately.
- D. No member may hold more than one (1) elected office at a time.
- E. No officer shall hold the same office for more than three (3) consecutive terms.

Section 3: Vacancies of Office;

- A. In the event an office becomes vacant before the incumbent's term is completed, the ASRC Board of Directors shall appoint a member to complete the said term of the office at the next ASRC Board of Directors meeting following the vacancy.
- B. Officer resignations are effective upon receipt by the the Remote Support Operations Officer of the Corps or by written notification to the ASRC Board of Directors.

Section 4: Appointments and Committees

- A. The Remote Support Executive Officer shall be authorized to create committees as deemed appropriate, and to appoint members to such committees.
- B. The Remote Support Executive Officer may, at their discretion, modify the mission or membership of any such committees, or dissolve the committee.
- C. Committee appointment resignations are effective upon receipt by the Remote Support Executive Officer of written notification. If appropriate, the Remote Support Executive Officer will make a recommendation for the new appointment as soon as practical after the resignation.
- D. At the time of resignation, or in the event of committee dissolution, all relevant individuals shall return to the Remote Support Operations Officer all property of the Corps in their possession relative to the position including, but not limited to, equipment, keys, and any access codes or passwords.

ARTICLE V

Section 1: Officers and Their Duties; Administrative:

- A. Remote Support Operations Officer: The responsibilities of the Operations Officer shall be:
 - a. To ensure the operational readiness of the Corps.
 - b. To preside at all meetings of the Corps' officers.
 - c. To maintain all mission records of the Corps.
 - d. Act as an ex-officio member of the ASRC Board of Directors.
 - e. To make recommendations to the ASRC Board of Directors regarding applications for membership in the Corps.
- B. Remote Support Deputy Operations Officer: The responsibilities of the Deputy Operations Officer shall be:
 - a. To act as an aid to the Operations Officer and shall perform the duties and responsibilities of the Operations Officer in their absence or disability of that officer to act.
 - b. To keep an updated roster of all members.
 - c. To maintain all training records for the Corps
- C. Remote Support Executive Officer: The responsibilities of the Executive Officer shall be:
 - a. To preside at all general meetings of the Corps Membership
 - b. To coordinate the work of the officers and committees.
 - c. To see that all functions are carried out in compliance with the ASRC By-Laws and the Corps' procedures.
 - d. To record the official minutes of all meetings of the Corps and maintain a permanent record of those minutes.
 - e. To send and receive all official correspondence pertaining to the Corps.
 - f. To keep a full and accurate account of receipts and expenditures, and report them to the ASRC Treasurer in a timely manner.
 - g. To manage the process by which elections are held.
 - h. To perform such other duties as may be prescribed or assigned by the ASRC Board of Directors.
- D. ASRC Board Representative: The responsibilities of the ASRC Board Representative shall be:
 - a. To make a regular report of Remote Support Corps activities to the board of directors.
 - b. To represent the interest of the Remote Support Corps at meetings of the ASRC Board of Directors.
 - c. To report to the Corps membership on the activities of the ASRC Board of Directors.

ARTICLE VI

Section 1: Administrative;

- A. Corps Membership meetings shall be held monthly at a time and on a channel determined by the Remote Support Executive Officer. Announcement of meeting time and details must be made at least two weeks prior to the meeting to the Corps membership. The Operations Officer can cancel or postpone a Corps Membership meeting due to extenuating circumstances.

Section 2: Training;

- A. Training shall be held at a time and place determined by the Remote Support Operations Officer or their designee.

Section 3: Operations;

- A. The Corps shall recognize three operational levels:
 - a. Supporting/Trainee Status. This status is applied to individuals who are approved to participate in training and other non-mission related activities, and is granted or revoked at as deemed appropriate by the Remote Support Operations Officer. An individual need not be a member of the Corps to be assigned this level. In order to be recognized at this level, an individual must:
 - i. Register with Remote Support Operations Officer or designee to be notified of training activities.
 - b. RS-UM qualified. This is a full member of the Corps who is approved to participate in remote support operations. In order to be recognized at this level, an individual must:
 - i. Meet the requirements as stipulated in the Remote Support Personnel Requirements for a Remote Support Unit Member
 - ii. Must be a member in good standing of an ASRC member group, or have passed a background check at the state or national level.
 - c. RS-UL qualified. This is a full member of the Corps who is approved to manage remote support operations. In order to be recognized at this level, an individual must:
 - i. Meet the requirements as stipulated in the Remote Support Personnel Requirements for a Remote Support Unit Leader.
 - ii. Be approved by the ASRC BOD.
- B. The Remote Support Deputy Operations Officer shall maintain a current list of all individuals at each operational level.

Section 4: Emergency Response;

- A. The Corps will respond as per mission statement and Standard Operating Procedures (SOP's) as set forth by the ASRC Remote Support Corps and the Appalachian Search and Rescue Conference.
- B. Whenever available, a Corps member who is Remote Support Unit Leader qualified shall assume control of the active remote support effort for a mission.
- C. Members shall comply with the direction of the Agency Having Jurisdiction. In the event of a disagreement that cannot be resolved quickly, the member shall sign out of the mission and report the matter to the ASRC Board for resolution after the mission has ended.
- D. At the scene, the requesting agency Officer in Charge will be in command of the scene according to Incident Command Procedures.

ARTICLE VII

Section 1: Changes to this document;

- A. Any member of the Remote Support Corps in good standing may submit a proposed changes to this document. This must be in writing and presented to the Remote Support Executive Officer. The member making the proposal may remain anonymous.
- B. The Remote Support Executive Officer shall make the proposed changes available to the Remote Support Corps membership at least one month prior to the vote for the change taking effect.
- C. It shall require a two-thirds (2/3) majority vote of a quorum at the subsequent Corps Membership meetings to change or amend this document.
- D. Once approved by the Corps Membership, the proposed changes shall be sent to the ASRC Board of Directors to be ratified.

ARTICLE VIII

Section 1: Parliamentary Authority;

- A. The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the corporation in all cases to which they are applicable and in which they are not inconsistent with these By-Laws and any special rules of order the corporation may adopt.
- B. The rules and guidelines of the ASRC will be followed at all times except where they may be inconsistent with federal, state, and local laws.

ARTICLE IX

Section 1. Quorum

- A. No parliamentary action can be conducted in the absence of a quorum, which shall consist of twenty-five percent (25%) of the current Corps members, two of which must be officers. However, if the business at hand is an amendment to this document, a quorum consists of thirty-three percent (33%) of the current Corps membership, two of which must be officers.
- B. Any Officer or Member being considered for discipline or expulsion shall not be counted as part of the quorum for the impeachment portion of that meeting.

Section 2. Voting:

- A. All Corps action may be approved by a simple majority vote of the quorum except those actions specially described in this document which require a different vote of the quorum as outlined in Section 1 of this article.
- B. Voting by voice over telephone: Voice votes may be taken on motions that arise during a meeting of the Corps Membership, so long as that meeting was announced at least 2 weeks in advance.
- C. Voting by email: Email votes may be taken on motions that have been sent out in a format approved by the Remote Support Executive Officer at least two weeks before the date on which votes are due. Email votes must originate from an email address of record for a Corps member.

Article VII. End of document