

EMERGENCY SERVICES HAWK

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Civil Air Patrol

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To Be Ready, Responsive, and Relevant

SEMPER VI

Correcting Performance Problems

Sometimes it is necessary to retrain an individual who has been having difficulty in task performance. All too often we ignore the individual and go on with training en masse, not caring whether an individual has understood and can perform a task. In emergency services, it is important that all responders understand and clearly demonstrate as much as possible the tasks a crew or team is required to do on a sortie. The more people who can perform a variety of tasks, the greater the potential for success. If crew or team member has difficulty in performance you will find they will respond positively and learn quickly if you follow this retraining format:

- Identify the performance issue- Describe the problem in direct and understandable terms.
- Schedule the training session- Set up an appointment so that is it convenient for all concerned. If it is necessary to conduct remedial training for more than one individual, a small group of no more than 2-3 is advisable.
- Describe the performance problem as you see it- Be firm, honest, and kind. Give specific examples of performance concerns.
- Explore the problem- Ask the member if he or she is aware of the problems that are occurring and possible causes.
- Choose your style- Use your judgment in deciding which training format will be used to provide the greatest response. It may be as simple as repetitive demonstration of the task, or a thorough discussion and explanation of the task development.
- Plan your action- Discuss what you and the member(s) need to do in order to resolve the performance problem and improve performance. Tell the member(s) what is expected of them and what they should expect from you as support.
- Follow-up- Monitor the performance during the training and offer every opportunity for the member to perform the task during a sortie to enhance the confidence factor.

CREW'S CONTROL

Meth Labs in the Midwest

For the third year in a row during 2003, Missouri topped the nation in the number of Methamphetamine (Meth) Labs that have been confiscated by law enforcement. Iowa, Kansas, Indiana, Illinois, and Nebraska also had a dramatic increase in the number of Meth Labs that were discovered. North Dakota and South Dakota had a rise in number of Meth Lab related crimes. It was determined that the cities of Omaha, Nebraska and Oklahoma City, Oklahoma have more 'meth' users per capita than the cities of Los Angeles or New York City. The use of methamphetamine as a drug of abuse is on a phenomenal increase in the Midwest states.

Unknown to many, in December 1996 through the Office of National Drug Control Policy at the direction of the President of the United States, the states of Iowa, Kansas, Missouri, Nebraska, and South Dakota were designated as the Midwest's 'High Intensity Drug Trafficking Area'

(HIDTA). HIDTA was designed to produce a shift in the scope of cooperative effort to reduce clandestine methamphetamine importation, distribution, manufacturing and related criminal activity. Since its inception, the state of Nebraska has led the nation in the number of meth lab prosecutions. However, in spite of the cooperative effort and implementation of regional strategies, Missouri, Kansas, and lately Colorado, Indiana, Iowa, and Nebraska have seen a dramatic increase in the discovery of rural clandestine meth production labs in their less populated areas. It appears that the manufacturing of this highly addictive illicit drug is rooted in the rural Midwest and growing slowly to the east and west coasts.

What does this mean to the Civil Air Patrol? Spring and summer is the production time for methamphetamine at clandestine locations in Iowa, Kansas, Missouri, Nebraska and South Dakota. This is also when most of our in-field practice operations occur. Aside from the counter-drug programs that each Wing is working on with law enforcement, there is a need to consider one other aspect; SAFETY. We will be sending out ground teams on simulated practice activities, as well as the real missions they will face. They may stumble across such a lab, and their health and safety will be paramount when they do.

How does a ground team recognize a meth lab? Meth labs may be set up at campgrounds, rest areas, rental homes, abandoned cars, garages, storage sheds, vacant buildings, and out of the way places not visible from the road.

Physical Signs of a Meth Lab at a location:

Chemical bottles	Glassware	Rubber tubing and hoses
Cylinders	Boxes	Duffle bags/Coolers
Funnels	Coffee filters	Rubber Gloves
Propane tanks	Hot plates	Power supplies

Chemical Substance Signs of a Meth Lab at a location:

Acetone	Toluene	Paint thinner
Alcohol	Red phosphorous	Anhydrous ammonia
Camp Stove fuel	Starter fluid (ethyl ether)	Lithium batteries
Strong acids	Sodium hydroxide	Hydrogen peroxide
Salt	Drain cleaner	Ephedrine Tablets/Bottles
Sudafed Tablets/Bottles	Antifreeze	Chloroform

Warning Signs of a Meth Lab at a Location:

- Strong or unusual odors (solvent, ammonia, ether-like, vinegar-like, acrid or sour)
- Discoloration of foliage and soil
- Excessive vehicular or foot tracks around a desolate location
- Excessive trash
- Unusual security systems or devices

Possible Health Effects from Exposure:

Many of the ingredients and by-products of the methamphetamine cooking process can be harmful if a person becomes exposed. Some of the health problems include the following:

- Respiratory/breathing problems
- Skin/eye irritation
- Headaches
- Nausea/dizziness
- Burns on the skin
- Nose/throat irritation

The risk of injury from exposure depends on the toxic properties of the chemicals, quantity, concentration, duration and route of exposure. If exposed, wash off the area of exposure with copious amounts of water and seek medical attention immediately.

What to do if you suspect the presence of a Meth Lab:

- Do NOT enter
- Do NOT touch anything
- Move out of the area upwind as soon as possible
- Contact local law enforcement

The greatest risk when coming across a meth lab is the risk of fire and explosion. The secondary risk is exposure to the chemicals or vapors associated with the chemicals and manufacturing process. Protect yourself by protecting the four major routes of exposure:

- Inhalation
- Skin absorption
- Ingestion
- Injection

Summer may be in the air, but that less than pleasant smell you come across may be the first indicator of the presence of a methamphetamine-manufacturing lab upwind of your location. There are only so many good methamphetamine production days left before the snow flies.

ALCYONEUS NOW

When Disaster Strikes

With the threat of weapons of mass destruction and terrorist attacks, there will be little if any warning associated with the attack. Similar mass destruction can occur as a result of a natural disaster such as a tornado, earthquake, or flood. Following such a disaster, it is important that you remain calm, patient, and monitor your radio or television for news and instructions. Always follow the advice of your local emergency officials, and use the following checklist to ensure your personal welfare and of those around you:

1. Check to ensure you are not harmed or injured in any way.
2. If you are in good health, carefully inspect your immediate area for hazards and damage with a flashlight.
 - Do not light matches or candles, or attempt to turn on electrical switches
 - Check for fires or the potential for fire
 - Sniff for gas leaks
 - Be aware of loose debris, slippery floors, and unstable structures
3. Once you have checked your immediate area and it is safe, begin an expanding search immediately around you to look for other victims and hazards.
4. Provide first aid to victims wherever it is needed, and get help for those seriously injured.
5. If you identify hazards or potentially critical hazards, remove everyone to a safe area.
6. Have ambulatory victims who can, assist the more critically injured victims.
7. When you have evacuated known victims to a safe area and their injuries are stable or being treated, check on neighboring areas for the elderly, disabled and children.
8. Remain consciously aware that whatever has caused the disaster, may have also created other environmental hazards such as washed out roads, downed power lines, broken gas or water mains, fire, unstable debris, and chemical spills.

9. It is important to pace yourself as you go about expanding your 'area of operations', paying close attention to exhaustion and dehydration. Your first and most important priority is your own well-being and safety.
10. When you have taken care of as many victims as possible, report to local authorities about their location and general condition to get medical assistance sent. Also provide the authorities with the location of all noted health and safety hazards.

THE ACE FACTOR

How to Stay Successful Through Self-Motivation

We in operations always start off our careers with vision and drive. The reality after a couple of years in emergency services is that our enthusiasm and drive is lost in the administrative nuances of what we set out to do. Every operational leader needs to maintain the spirit, so success can be reached throughout his or her career.

1. Remember that emergency service operations cannot exist without the responder. You as the responder are the key to any operation. That operation will be a reflection of your actions and attitudes. Operational success lies within you somewhere and you need to find out 'where' that is and 'how' to tap into it.
2. Remain focused in what you do. When you find out what you are good at, do it well and learn to do it better. Be the responder that can get the job done. If what you do becomes stagnant or boring, find something else you can do just as well. Keep moving forward in the 'what more can I do for the mission' thinking.
3. Respect the abilities of others and how their skills can blend in with yours. The power of diversity with a cooperative spirit will be a force multiplier. If you are a pilot of skill, find a ground team that knows how to get the job done and work with them to become the best 'air-ground' team around. If you are the 'best' EMT, find a ground team that knows how to get to a site with more efficiency than any other team. If you are a communications expert of note, find a search and rescue management team that can use your expertise to benefit the entire operation.
4. Live your life with respect and dignity. Do nothing that will compromise your ethics or morals. Do what you do for the well being of others less fortunate. Offer your services to those who need them without thought of personal glory or recognition.

Remember, 'this we do so others may live'. What better motivation do you need to succeed?

SURVIVAL SENSE

How to Avoid Overheating

Overexertion in the heat of summer without adequate rest and rehydration, can lead to heat injury and possible fatal heatstroke. According to Rhonda Pomerantz, M.D., a clinical assistant professor at New York University, "If you overexert yourself with too much exercise or too much sun exposure- without adequate water intake and rest- your body can't compensate". The following are tips to keep cool:

- Consume the equivalent of nine 8-ounce glasses of water daily. If you are sweating heavily due to increased temperature and/or workload, you should increase your intake. The important thing to remember is to drink when your body indicates to you that it is thirsty. If the sweating has been profuse, it is suggested you include an electrolyte sports

drink (ex. Gatorade) that will help you rehydrate quickly and replace some vital electrolytes you may have lost in the sweat.

- After you have completed a strenuous workload, cool down slowly. Before sitting down, do a few body stretches to help loosen up and relax the muscles that may be depleted of the electrolytes they need for muscle relaxation. If you plop down immediately following strenuous activity, the body will have a tendency to tighten up, and you will regret skipping the cooling down and stretch stage when you try to get up. Muscles cool down best when they have the opportunity to relax slowly.
- When your body is hot, drink water to satisfy your thirst. Do not deny yourself water. Take a sip of water whenever you have the desire. If you deny your body of water when it needs it, for a time when you can rest, relax and drink a lot of water all at once, you may have already caused heat injury to your body. Also, with drinking too much water at once, your system can become 'water-logged' and sometimes cause intestinal cramping. Intestinal cramping can debilitate you just as much as heat stroke.
- At anytime during the activity you feel faint or lightheaded, stop what you are doing immediately. Rehydrate as necessary and seek medical attention if the feeling does not go away. If you feel weak and lethargic, nauseated or hot, but have stopped perspiring you are at extreme risk for heat stroke and must seek medical attention immediately.

POINT OF CARE

Controlling the Anger Within

It is not uncommon during the course of an emergency services operation for stress to bring sensitivities and common courtesy to a frazzled edge. The result over a period of time can be a suppressed or released anger. Although the released anger 'meltdown' is most often regarded as the most out-of-control, the suppressed anger can hold as many or more emotional and physical symptoms that can be unhealthy. Suppressed or denial of anger can lead to higher rates of depression, anxiety and critical incident stress syndrome. Suppressed anger can cause more headaches and stomachaches than in someone who readily releases the anger. What we do not need around an emergency operation center is meltdowns, headaches, stomachaches and the pulling out of hair we can ill afford to lose. Instead of the extremes in anger, what is needed is a way to express your anger in a rational and assertive manner. There are two types of anger control people; the 'Silent Slow Boiler' and the 'Short Fuse Explosion'.

Here is how you develop a rational and assertive means of releasing the anger:

If you are a 'Silent Slow Boiler':

1. Tell whomever you are mad at that you are mad and why you are mad.
 - Do it calmly with clear and direct statements
2. Express yourself in an assertive voice and maintain strong body language.
 - Stand up straight, maintain eye contact, and calmly state your case
3. Be brave and make a stand.
 - Do not cave or quibble, unless there is new information that changes your perspective

If you are a 'Short Fuse Explosion':

1. Remove yourself from the situation or do a '10-count'.

- Walk away from the situation that is causing the distress, until the anger subsides
- 2. Focus on the one thing that is bothering you and discuss it openly and calmly.
 - Stay away from the 'laundry lists' of irritants and personality differences
- 3. Keep to the facts of the matter
 - Using insults will not resolve the matter, and will more likely inflame the issue

Anger is inevitable. If we can avoid the 'slow boil' or the 'explosion', there may be a healthier middle ground. Here are some medical tendencies:

- Studies have shown that people who suppress anger have a tendency towards arteriosclerosis
- Studies have shown that people demonstrate explosive anger have a tendency towards heart disease
- Studies have shown that people who suppress anger have a tendency to smoke, drink, and overeat

A calm and assertive expression of anger will define your boundaries of acceptance, and help you build a better and more clear relationship within a work group.

A calm and assertive expression of anger will command better respect, since you are no longer a 'doormat' or a 'loose cannon'. Appropriate venting leaves an impression of competence. Studies have shown there is a higher regard for someone who vents, over someone who acts sad.

A calm and assertive expression of anger will compel us to act. Without some anger, we may never move forward to resolution. A calm and assertive expression of anger towards unfairness may never right the wrong, but at least you have stated your case and are ready to move on.

The bottom line in anger management is this:

Suppressing anger is a form of blaming yourself for conflicts, when you absorb the anger for others and bury it deep within. And, the explosive release of anger never produces satisfying solutions, and most likely makes the situation worse. An assertive anger control can make you monitor your emotions better, leading to solid relationships and objective decision-making.

GOING FROM GOOD TO GREAT

Changing Minds

In emergency services we occasionally run across the administrative weenie and desk commando who for whatever reason believes we in our operational wisdom are wrong. It is tough trying to change such a person's mind, especially if there is higher rank associated with it. Bribery with children and rewards for subordinates often works, but what will work with the peer or superior who disagrees, because they think they are fundamentally right, or 'just because' they can?

The key to changing someone's mind is in thoroughly knowing what change you want to bring about, and then fully understanding the other's point of view before you begin your mind-changing task. Here are six easy steps to assist you in making your points to bring about the 'change':

1. Research your subject and use the data to help shore up your discussion points.
2. Remain aware of emotional factors and how they will affect the discussion. Emotions rarely win out in changing someone's mind, so keep them out of the discussion.

3. Present your ideas in an audio and visual format. Have appropriate documents, charts, and diagrams available to support your verbal discussion points.
4. Take enough time to convey your ideas from many vantage points, to include the advantages and disadvantages to the change. Hopefully, there are many more advantages than disadvantages to your point of view.
5. Slowly develop your thoughts in the other person's mind so he or she can envision what you are talking about, and can point out their own advantages and disadvantages to your point of view.
6. Be prepared for some small defeats and modifications to your ideas along the way. Remember, the United States of America 'Declaration of Independence' was a collaborative, negotiated effort although the primary author was Thomas Jefferson.

The essential points of changing another person's mind is in having the other person gain part ownership to your thoughts as part of a cooperative effort. The more you understand the other person's point of view, the more effective you will be at changing his or her mind.

CARRYING THE FIRE

Tactics and Insights for Marketing Your Emergency Services Program

What does it take to promote one of the United States' oldest and largest volunteer organizations? Marketing. What does it take to market an emergency services program that has been labeled by many as the 'best kept secret in America? A marketing makeover!

Here are some marketing tactics and insights to make your emergency services program a well-known and well-used service to the country:

- Tie your program to popular trends in technology.
- Spend time with your customer to see what they really need from you.
- Play to your customer's needs, and deliver as promised.
- When you promote your product, tailor your message to the specific group and make the message ring true.
- Listen to your customers and adapt, developing your programs to what is relevant to the customer.
- Keep marketing your programs long after the programs are in use.
- Stay ahead of your competition and on the cutting edge of technology.

MISSION READY

Soft-Road Driving Tactics

In ground operations, it is expected that ground team vehicles will be driven on non-hard surfaced roads away from highways. That does not mean the vehicles will be driven off-road. In rural America, some of those unimproved road systems can be as challenging as driving off-road. This is referred to as soft-road driving. Soft roads are not static. At any given time of the day, week, month or year, weather conditions or lack of upkeep may change the surface conditions to make driving them a unique experience from any previous time. Soft road driving offers a different challenge to a driver. It can provide the security of a hard-surfaced road, while presenting a

challenge similar to an off-road situation around the next turn. Soft-road driving is a combination of driving techniques, driver abilities, vehicle capabilities, and situational awareness.

Know Your Vehicle's Clearance Height- Before departure; view the lowest points of the vehicle's under-carriage. The clearance of vehicle over debris will be no higher than the lowest point.

Alert Driving-

- Remain alert, but restrained. Vehicle control is lost with speed.
- Travel at a reasonable speed, maintaining a watch on the road ahead. Travel only at speeds that will allow you to stop safely within the limits of your vision.
- Keep an eye on previous vehicle tracks, as they will indicate trouble spots previous drivers might have already discovered.
- Try to envision where you will be driving and what you will be encountering at least five seconds before you get there.

Know the Road- Generally most rural soft roads will have five things in common:

- The road will only be wide enough to allow two cars to pass each other with less than three feet separation.
- The road will have a crown in the center.
- The road will have one side with considerable loose gravel along the edge.
- The road will have the other side with no loose gravel and may be soft from the weather.
- The most used and defined trail ruts will be down the center of the road.

Rules of Thumb- While driving on soft surfaces, these rules may stop you from making a big mistake while driving:

- Never drive through something you can just as easily drive around.
- If you cannot walk on it, you likely cannot drive on it. Most vehicle tires exert a similar pressure on a surface as an adult foot, so if you are having a difficult time walking on it, it will only get worse by driving on it.
- Stay out of ruts deeper than the height of the lowest point of your vehicle. Where possible, straddle the ruts with your wheels on either side of the rut.
- If you have to cross ruts, drive across them at an angle.
- The key to driving through mud is momentum. Use the highest gear available and avoid sudden changes in speed or direction.
- Avoid driving at night when possible. Things are more difficult to see on soft road surfaces. On soft roads you are more likely to have steeper hills and unmarked turns that you will not see coming.
- If it is necessary to cross a pool of water across the road, keep the brakes dry by keeping slight pressure with your left foot on the brake pedal while maintaining a slow speed. After you have driven out, dry out the brakes by driving this way for a few minutes.
- Always be wary of water running across a road. Be sure you know what you are driving into before you do it. Never drive across a running stream of water at 90 degrees to the

current. Drop to a lower gear, and maintain a constant/safe speed that creates a small bow wave. Your driving angle across should be somewhere between 45 and 80 degrees.

- The best you can do when driving over soft sand is to maintain steady momentum without abrupt changes in speed or direction.
- If the soft road you are driving on has a surface made softer by recent rain, keep to the middle of the road to avoid sliding into the ditches from the soft shoulders. Drive slowly in the highest gear, but avoid any changes in speed or direction.
- When necessary to slow down while driving on a wet, soft road surface, use your engine to slow by letting up on the throttle and shifting to a lower gear.
- If your vehicle gets into a skid or a spin, let up on the throttle, but do not use the brakes. Steer into the direction of the skid or spin and drive out of trouble.
- If you are traveling on a loose or corrugation (“washboard”) surface road, use short pumping of the brake to slow down. If your brakes are of the anti-lock type, let up gently on the throttle and drop to a lower gear.
- While on a corrugated road surface avoid severe steering. All turns should be gentle.
- When descending a steep hill, there can be a chance for skidding (particularly if you need to slow down). Shift the transmission to a lower gear, but use left-foot braking while maintaining enough throttle to keep the wheels from locking to start a skid.

How to Recover from Being Stuck:

1. When you start to lose traction, immediately do two things; let up on the throttle a little and move the steering wheel slowly from side to side.
2. If you come to a halt, remain calm. Try not to spin the tires by continuing to apply acceleration. Let up on the throttle, apply the brakes and place the vehicle into reverse. Try to slowly back out of the material (snow, mud, bog) that has caused you to stop.
3. Continue in reverse until you appear to be stopped again, do not spin the wheels. Repeat the process and drive forward and until you can drive no further.
4. Keep repeating the process until you back out.

One last thing before you go out on a soft-road driving mission scenario. You have a greater chance of a flat tire on a soft, unimproved road than you would on a hard surface, improved road. If you are driving a new vehicle assigned to you for the mission, never, ever toss out the lug wrench and vehicle jack to make room for your response equipment. It may just be the critical equipment you need if you sustain a flat tire, which can also leave you stuck on a soft road. Take the time to learn how to use the jack system to be able to change a tire, before you leave mission base. A vehicle stuck on the road is of limited use in an emergency response.

Editor's Comment: As in all procedures presented in this section, the above represents a point of view based on in-depth research and practice from experienced members. It is up to the reader to determine if the procedure should or should not be used in their operations.

DID YOU KNOW?

Food for Thought on the Road

It is common knowledge that talking on cell phones and flossing your teeth while driving can cause accidents. But wait, the ‘National Highway Traffic Safety Administration’ is now reporting

that eating while driving ranks up there with cell phones, dental floss, and make-up application as a serious distraction to driving. It is stated that food-related accidents are more likely in the morning, when drivers are busy cleaning up spills or stains instead of watching the roads. Here are the top ten foods most likely to lead to an accident on the road (starting with the worst):

1. Coffee
2. Hot Soup
3. Tacos
4. Chili
5. Hamburgers
6. Barbequed Food
7. Fried Chicken
8. Jelly/Cream-filled Doughnuts
9. Soft Drinks
10. Chocolate Candy

So, the next time you are enroute to a mission base for assignment and decide to eat on the way to save time (demonstrating your 'sense of urgency'), please remember that the Coffee, Snickers, or Breakfast Burrito you take with you for energy could lead to an accident. The sortie assignment you are expecting will be associated with you as the victim. I do remember an air sortie one time when the PIC had placed his required cup of morning coffee on the ledge over the instrument panel during 'run-up'. When he started to taxi, he got his cup of coffee all right, in his lap. Ouch!

CHECK IT OUT!

Check out this very inviting book, if you are interested in how disasters seem to happen. All too often they are not as sudden as they seem and more likely a product of cascading events that have gone unnoticed.

'Inviting Disaster- Lessons from the Edge of Technology', (An inside look at catastrophes and why they happen), by James R. Chiles, 2001

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

Just when you think you have your enemy nailed, they will turn around and bite you in the _ss.

Solve your problems or live with them. Just don't worry or complain about them.

Sometimes the best plan is to just take advantage of the opportunities that are there.

The only thing dumber than a horse is a Private or a Lieutenant with a map. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

A leader must make order out of chaos. (Gen. U. S. Grant)

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

Mail: Bruce Marxsen
5231 Topaz Crt.
Lincoln, NE 68516

E-mail: bruce.marxsen@mdsps.com

The next issue of the 'Emergency Services Hawk' will be sent out on or about 15-Oct-2004. Please have information you would like to be considered in that issue to my attention no later than 01-Oct-2004.