Safety Net

Vol. XVI, No. 1 MISSION SAFETY INTERNATIONAL April 2006

Southward Ho. . . Way South!

by Steve Quigg

Steve Quigg Photo

Our geographic destination was South America. Our ministry goals were to conduct a Safety Audit and Seminar for the South American Mission (SAMAIR) in Peru and a Safety Seminar hosted by New Tribes Mission (NTM) in Bolivia. The MSI Team consisted of MSI President Jon Egeler, veterans Al Meehan and Daryl and Marlene Bussert of JAARS, and MSI Director of Field Services Steve Quigg and his wife Gail.

Our first stop was in Lima, the eight million-person metropolis that became the entry and exit door for our coming and going through Peru. Unfortunately, the MSI video projector was lost to the Lima customs agents for the duration of the Peruvian trip. In God's providence, another member of the Team was able to get his projector through without difficulty. Without a projector, the effectiveness of our seminar would have been considerably reduced. Fortunately, Jon was able to retrieve our projector when he left the country.

A connecting flight took us to Pucallpa, sprawled out on the edge of Peru's Amazon River basin. Although it boasts nearly half a million inhabitants, it is more of an overgrown country town than a big booming city. But it has something no other city in the world possesses—Orlando's Restaurant. Orlando's smoked chicken is almost worth the price of the ticket to get there!

After multiple airline flights and an extensive road trip we arrived at our ultimate Peruvian destination of Cashibo Cocha, home base to SAMAIR. And ultimate is the appropriate word for it. Cashibo is located at the very end of the long dirt road to nowhere. But what it lacks in charisma, it more than makes up in functionality and opportunity.

Continued on page 2

Learning from the Past

Those who cannot remember the past are condemned to repeat it.

George Santayana
(1863-1952)

This famous quote is familiar to most of us, but do we live by it? All too often, we find that mistakes that have been made in the past are repeated, costing the Kingdom of God a steep price in lives and resources. Surely this is not pleasing to our Heavenly Father.

MSI has been addressing this problem since the very beginning of our existence. As we work with various organizations, we are often questioned as to why we so strongly insist that standards and procedures are written, and that accidents, incidents, and experiences are recorded and shared with us for broader distribution.

The answer, of course, is found in the quote printed above. As standards and procedures are written, not only are they more likely to be known by everyone, including new people coming on board, but they are much more likely to be followed, too. When a program is surveyed or audited, there is accountability, as staff is expected to be following the written procedures.

Likewise, when we read about accidents, incidents, or experiences that others have had, and take them to heart, we can avoid falling into the same traps our colleagues did, and thus not be condemned to repeat them. However, there are three critical elements to this equation:

- The person originally experiencing the mishap needs to write it down and send it to us to classify, remove identity and distribute.
- Reports need to be distributed and read at the local level by individuals.
- The person reading the report needs to have the attitude of "it can happen to me, so how can I avoid experiencing the same thing?"

There has been improvement in documenting and reporting, but it is nowhere near where it needs to be. Distribution and reading on the local level varies a great deal with some doing a great job of it, and others not doing it at all. We have seen a great deal of progress on the last point.

In conclusion, I appeal to those of you currently involved in field operations. Please document your procedures and standards and send us your accident, incident, and share-your-experience reports. We promise to do our part to compile, edit them to protect your identity, and include them in our accident data base. Periodically, we send these accident/incident reports out to our membership. Then it's up to each organization to use them well in a way that will please our Master.

In this way, we can avoid being condemned to repeat the past, but instead make ***Safety a Way of Life!***

Jon Egeler
President

Southward Ho. . . continued

Craig Gahagen, SAMAIR Peru Director, also doing double duty currently as interim Director of SAM in Peru.

The Cashibo base is right at the end of the road—where the road meets the lake. SAMAIR has both float and land operations and the water provides miles of available take-off run for their Cessna 206 on floats (front cover). The new Joe Boxmeyer airstrip was built on high ground and is named in honor of and was substantially financed by MSI's deceased colleague and fellow team member. For SAMAIR's 206 wheel operations, this new strip is a huge improvement over the previous runway—which frequently did a disappearing act during the rainy season.

At Cashibo we finally got down to work, conducting a thorough audit of the SAMAIR program and then presenting the two-day Safety Seminar. A nice added touch was being able to open the seminar to a visiting ABWE pilot from the northern part of the country as well as one of Peru's leading government accident investigators. But after a very intense week of investigative and inspirational work, it was time to move on.

Mark Friesen using the special tool to cross-hatch a new CE 206 tire. The completed job appears as though it were a factory job!

Jon Schmidt refueling the other Cessna 206 in the SAMAIR Peru fleet. This one is on wheels and takes advantage of the new Boxmeyer airstrip in the rainy as well as the dry season.

Our port of entry into Bolivia was La Paz, the political capital and world's highest international airport at 13,500 ft! Arrivals and departures are impressive. The descent into La Paz skirted legendary Lake Titikaka and the ascent on the way out wound its way past towering snow-covered Andes mountain peaks. The take-off run at La Paz in our venerable 727 took a full 60 seconds as opposed to the normal 35 seconds at more earthly airports. Do you realize how much runway a jet can consume in a full minute of take-off roll?! Almost as much as we had available!

SAMAIR's Peruvian 206 still draws a crowd when it lands in rather remote indian villages.

SAMAIR-Peru Safety Seminar participants.

Descending thousands of feet from La Paz, we landed in Bolivia's economic capital of Santa Cruz, This was our initial international destination and we took advantage of the day there to visit SAMAIR's operations in Bolivia prior to conducting a Safety Seminar in Cochabamba. It was in Santa Cruz where we unfortunately got to witness first-hand how an organization's contingency plan goes into effect. SAMAIR-Bolivia's director Rob Free had a serious car accident on the way to the airport to pick us up (see "Accident in Santa Cruz," page 6). Despite this unfortunate accident, we were given the grand tour of SAMAIR's base and got a good feel for their operations and ministry. It was at Santa Cruz that our MSI team divided, with Gail staying behind to help take care of the Free kids while MaryLea Free spent time at the hospital with her husband Rob.

The rest of us took flight back into the western mountains and landed in the mile-and-a-half high city of Cochabamba to prepare for our next opportunity to minister. That ministry turned out to be another exciting Safety Seminar. Ably hosted by New Tribes Mission pilot Tony Murrin and his wife Joanna, the seminar attracted dozens of aviators from across the country. Missionaries, airline pilots, government reps, air traffic controllers, commercial operators—they were all there to learn the latest and greatest in aviation safety because they simply don't have access to information of this quality locally. But while they came for the technical, they voluntarily stayed for the spiritual, listening to the Gospel story and testimonies of the difference God can make in a person's life and in his/her relationships with others. As one airline pilot put it, "I only wish my wife could have been here [to hear the session on husband and wife relationships]." In normal day-to-day living, we would never have had the opportunity to interact with these folks in such a meaningful way. But by means of a Safety Seminar in the middle of Bolivia, relationships were built, bridges formed, and the Gospel proclaimed.

Tony Murrin, New Tribes Mission Director in Bolivia and host to the Cochabamba Seminar

Leonardo Mendoza, from the Bolivia Civil Aviation Department, made a presentation at the Seminar.

All in all, it was an honor for the MSI Team to serve these fellow servants in their efforts to extend the Kingdom of our Lord.

Vegar Torre, with the Mano a Mano mission, led morning devotions and translated for the Seminar.

One of the toughest tasks for an MSI team comes at the end of a Safety Audit. Here the team carefully considers what will go into the final report to SAMAIR-Peru.

This picture of the attendees at the Cochabamba Safety Seminar does not include many of the representatives from Bolivian Government agencies who attended the Seminar. Their addition helped make it a success and reflects the careful planning of host Tony Murrin.

MSI's South American Team up Close:

Daryl and Marlene Bussert often travel as a pair, but usually on behalf of their own mission, Wycliffe Bible Translators. Daryl heads up the safety department for JAARS (Wycliffe's aviation branch) and Marlene provides insightful relational counseling and advice for missionary couples and wannabes. Their many years of South American experience and expertise in aviation safety matters made them invaluable parts of the team.

MSI president Jon Egeler continues to expand his horizons, visiting countries and aviation bases that he's never been to before. By casting his vision so well and sharing his technical expertise so freely, Jon draws people into conversations about safety easily and naturally.

Al Meehan revisited a lot of familiar places and faces on this trip. With his wealth of South American experience and security expertise, Al proved to once again be an indispensable part of the MSI team. As if he didn't have enough to do on this trip, he used all his spare time to learn Thai in preparation for his December trip to Thailand!

This was Gail Quigg's first trip to Peru and Bolivia, but her tender heart found people to relate to wherever she went. She joined Marlene in caring for the wives in special ways, including giving foot massages, leading Bible studies, and listening with a tender heart. Steve Quigg wasn't about to skip this trip and miss out on the chance to experience Orlando's famous chicken again or to meet up with old friends from his previous visit to Peru in the early days of his work with MSI.

Board Governance

On February 10 and 11, 2006, Mission Safety International Board Trustees were the recipients of a rare once-in-a-lifetime seminar on how to be more effective in their responsibilities to guide and care for the well-being of MSI. At great personal sacrifice and with her gracious desire to assist MSI, Ms. Joyce Godwin presented a Seminar on Board Governance and Strategic Planning.

Ms. Godwin is no stranger to the world of Board governance issues—especially in the not-for-profit sector. She's also no stranger to the world of missionary aviation. She serves on the Board of Quest Aircraft, the manufacturer of the Kodiak, the new turboprop designed especially for mission and rough field operations.

She is a member of the Governance and Fiduciary Responsibility Work Group. She is also an independent consultant and chair of the Board Governance Committee of Presbyterian Healthcare Services, New Mexico's only private, nonprofit statewide healthcare system. Ms. Godwin has led, served on, or worked with numerous boards, as well as published in the area of governance. She has served as Board Chair of Mission Aviation Fellowship, International Students, Inc., Evangelical Council for Financial Accountability, Greater Albuquerque Chamber of Commerce, and Quality New Mexico. She has also served as member of the World Vision's Audit Committee and campaign chair of the United Way of Central New Mexico. Ms. Godwin holds a bachelor's in government from Florida State University and a master's in political science and public administration from The George Washington University.

Joyce Godwin in action. It's not an understatement to say that she appeared to be just as excited at the results of the Seminar as the Board was!

MSI is extremely grateful to Joyce Godwin for her insights and guidance she provided for the Board. This ministry cannot help but be better positioned for the future.

Photos on pages 4 and 5 through courtesy of Jon Egeler, Steve Quigg, Joe Hopkins, Darryl Bussert and Harold Berk.

MSI

Services

Safety Seminars

2001 - 4
2002 - 4
2003 - 4
2004 - 2
2005 - 7

Safety Audits

2001 - 4
2002 - 1
2003 - 0
2004 - 1
2005 - 2

Contractual Visits[1]

2001 - 24
2002 - 21
2003 - 21
2004 - 21
2005 - 15

Consultations

2001 - 9
2002 - 1
2003 - 0
2004 - 0
2005 - 2

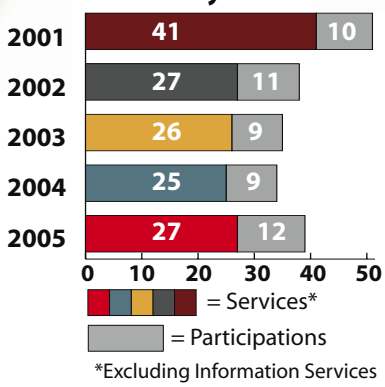
Safety Summits[2]

2003 - 1
2005 - 1

Information

Mishap Summaries
R&D
Safety Nets
Safety Net Field Editions
Mailings

Ministry Totals



*Excluding Information Services

[1]MSI presently has contractual periodic visits with three mission aviation training schools. Although Moody Aviation will maintain its close relationship with MSI, the relocation of MA's facility to Spokane reduces the frequency of visits.

[2]MSI Summits have been specifically designed to enhance cooperative efforts between mission aviation agencies. The emerging outcomes of these participatative summits are the establishment of safety standards, the initiation of a safety certification program and lowered insurance costs. These cooperative efforts are being designed for mutual benefit for both the mission agencies and MSI.

MSI Annual Report

The Numbers

Participations

Mission Conferences

2001 - 6
2002 - 8
2003 - 4
2004 - 5
2005 - 3

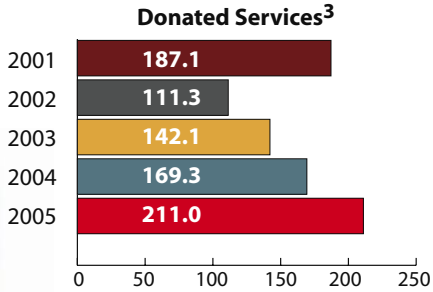
Professional Associations

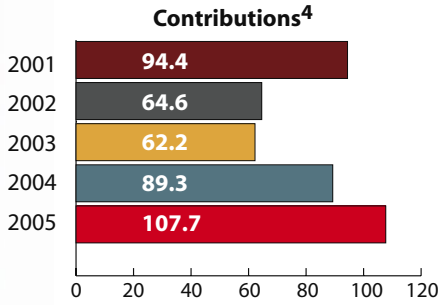
2001 - 2
2002 - 2
2003 - 4
2004 - 3
2005 - 7

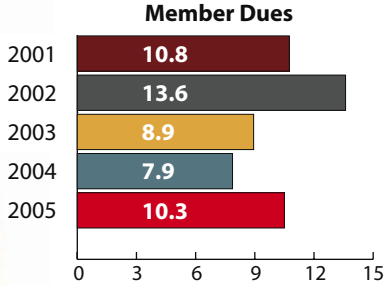
EAA Trade Shows

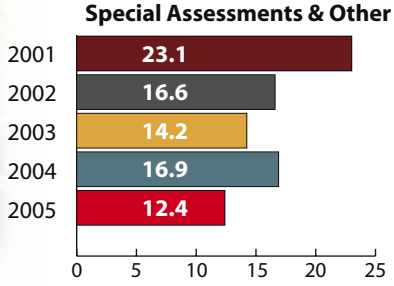
2001 - 1
2002 - 1
2003 - 1
2004 - 2
2005 - 2

Income
(Thousands)

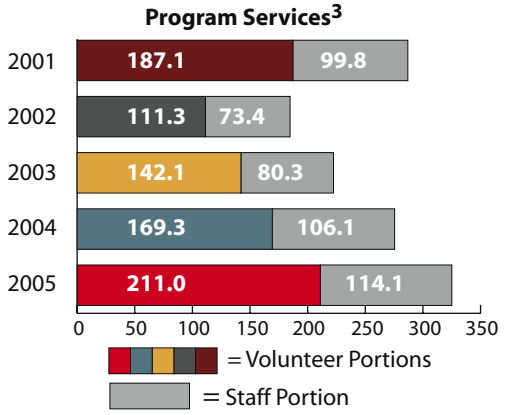


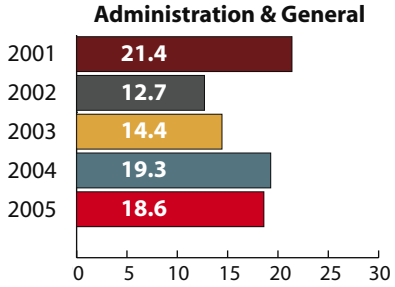


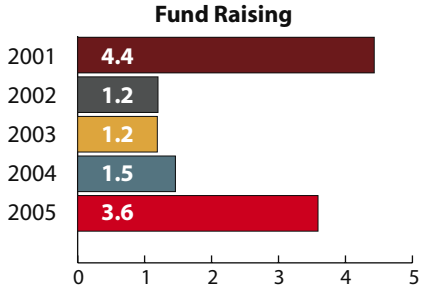


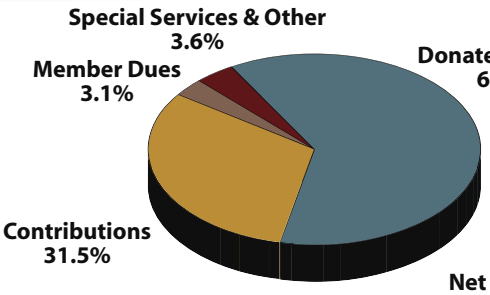


Expense
(Thousands)

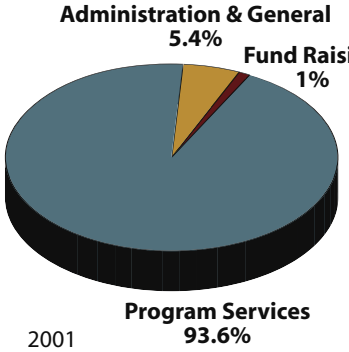


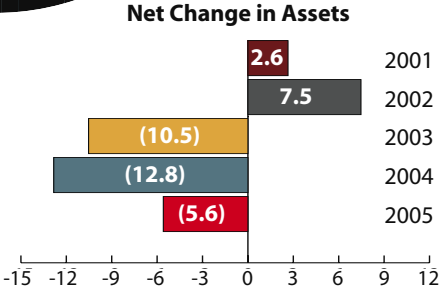






2005 Summary





[3]The ministry of MSI would not be possible without the services provided by volunteers. These include those of seconded staff Steve and Gail Quigg and Cary Cupka as well as guest volunteers. The value of their contributions is reflected in both Donated and Program Services.

[4]The contributions from supporters are absolutely critical to the future of MSI as it seeks to refine it's operations and various ministry services. We thank God and each contributor for their part in the growth trend in contributions seen in the last three years.

Accident in Santa Cruz

It was an in-your-face reminder of the impact that accidents have. I'll never forget the thoughts that flooded my mind as we arrived at the spot where the accident happened. Rob Free's intention was to meet the MSI team at the airport in Santa Cruz, Bolivia, but instead, there he lay battered and bruised by the side of the road. On his way to the airport, the transmission failed in Rob's Land Rover, locking the left wheels. This caused the car to swerve through the median and roll across two lanes of on-coming traffic, miraculously avoiding the other vehicles. His seat belt gave way and he was thrown about violently, suffering severe head trauma and a large loss of blood. It wasn't an accident without consequence.

My first thought was for Rob's well-being and what could be done to help, but it became quickly obvious that there was little that I could do that more qualified people weren't already doing. My next thought was how Satan loves to take out as many missionary pilots as he can, and how it makes little difference to him how that comes about, whether by means of a broken plane, a broken relationship, or a broken body. My last thoughts were how Rob would now be out of action for months to come, how his family would have to deal with a multitude of medical and emotional issues, and how the aviation program would have to make major adjustments in the deployment of its personnel to cover his responsibilities.

Aviation safety is MSI's specialty and ***Making Safety a Way of Life*** is the motto we preach religiously wherever we travel. There may have been little that could have been done to prevent this particular accident, but it was a stark reminder that safety is far more than a slogan on a letterhead—it's a vital component of ministry! Our efforts to improve the safety of mission operations are ultimately fulfilled as we help the agencies we serve reach their ministry goals. We take Romans 12:15 seriously! We rejoice when we get reports of safe operations over a period of time. When accidents of any kind happen—even those as unlikely as Rob's—I know that all of us at MSI feel the hurt and pray for those involved. Each accident renews our drive to explore again what can possibly be done to best help our colleagues in their efforts to extend the Kingdom of our Lord.

Making Safety a Way of Life—it's a theme well worth preaching, for there's a whole lot of ministry still waiting to be done!

by Steve Quigg

Update. After receiving initial medical assistance for his serious injuries in Bolivia in November 2005, Rob and his family returned to the US for additional treatment and eventual surgery in January. MSI is happy to report that he is now recuperating well, though it will take time for his complete recovery.

Meet the Schmidts

We would like to introduce you to Jon and Karen Schmidt. The Schmidts have been serving with SAMAIR in Peru since 1990. Karen grew up in southern Illinois, before her family moved to Texas during her late high school years. She attended Grace College of the Bible in Omaha, Nebraska. Jon grew up in Shell, Ecuador, where his parents were missionaries teaching in the Bible Institute there. He then attended Grace, where he and Karen met.

As is common in many smaller aviation programs, Jon serves in many roles. Chief pilot, safety officer, flight coordinator (assigning and scheduling flights), mechanic, fueling, loading, and flight planning are some of them. Needless to say, his duties keep him very busy as he meets the needs of the missionaries he is serving.

Karen, meanwhile, keeps equally occupied with many tasks. She teaches a class at the SAM Academy in town where many missionary children attend; helps to coordinate visitors housing, meals and activities (including MSI's safety survey and seminar); keeps Jon "fed, watered and happy"; and all the other things needed to keep a house running in a third world country.

Jon and Karen have three children: Nathan (20) is a student at Bryan College in Tennessee, Sharalyn (18) is also attending Bryan, and Phillip (17) is attending the SAM Academy in Pucallpa.

The Schmidts

Phillip Nathan Jon Karen Sharalyn

While on our recent visit to Peru, we asked the Schmidts several other questions besides the ones about their background:

Who does SAMAIR serve?

SAMAIR serves about 8 to 10 different mission groups, including Swiss Indian Mission, Amazon Focus, Pioneers, Living Water, SIL, IMB, and several national organizations.

How long do you anticipate the need for your aviation services here continuing?

Indefinitely. The needs are growing, rather than diminishing.

How has MSI affected your ministry?

MSI has helped us be accountable to safety. They have been a very positive influence, helping to make us more aware of safety, and contributing to our effectiveness.

How can MSI serve you better?

SAMAIR is at a critical point in its growth. We need help in staying safe through this time.

How can people pray for you?

That we would stay balanced, walk closely with the Lord, have good relationships, good judgement, that we would implement the good suggestions made in our safety audit, and for continued safety.

Jon Egeler

The Priscilla Project

December 3, 2005 marked the seventh anniversary of the Missing in Action service held by World Gospel Mission to remember John Trosen, his family and three passengers who perished without a trace on 28 September 1998 in Bolivia, South America. Final contact was made with their aircraft one hour and 15 minutes into the two hour and 30 minute flight back to home base. In the words of their mission's leadership, "The day of September 28 continues without an end. May God help all of us to be faithful to what He has called us because, except for His grace, we could be one of those missing in action."

WGM reported $70,000 had been invested in a 72 day unsuccessful search in which "our search team has:

- ❖ Flown 300+ hours in Cessna 206 airplanes doing visual search.
- ❖ Covered 40,000 square miles while searching with much of this area being flown over two or more times.
- ❖ Flown a combined number of miles more than sufficient to circle the globe twice.
- ❖ Utilized trained local in-country search and rescue personnel to conduct ground searches in probable areas.
- ❖ Utilized pastors and missionaries in ground search efforts.
- ❖ Cooperated with a U.S. military search team from Panama who conducted a two-day air search of probable areas.
- ❖ Received the help of pilots from three other missions who were involved with their airplanes, assisting in the search.
- ❖ Received assistance from the U.S. Embassy in the ground and air search.

The leads and sightings that were reported and followed up have not produced results."

It took nearly five years for the WGM aviation program to recover from the devastating effects of this loss. John and Priscilla Kunkle were among the families sent by WGM to restore the aviation work in Bolivia. As they prepared for their new assignment in 2001, Priscilla wrote "This tragedy was a startling reminder of the risks involved in missionary aviation. We take the risks very seriously, but the risks involved do not change our call. We are sure of God's calling to serve with Wings of Peace in Bolivia, and we must be faithful to obey!"

Mission Safety International believes the time has come to raise the flight-following standard for Priscilla's sake and for all those who anxiously await the return of their loved ones on a missionary aviation flight. If a plane is equipped with the new automatic system of position reporting and constant flight path tracking it is probable a missing aircraft would be found right away.

For decades the informal standard has been a periodic position report by the pilot to "home base" using voice communication over High Frequency radio. While HF had acceptable performance over the long distances often covered by missionary aircraft, the quality of life for both the pilot and the flight follower was intensely frustrating due to the incessant crackle and hiss of the radio. Originally, position reporting was accomplished when the pilot recognized a landmark out his aircraft window and interpolated his coordinates from the aeronautical map in his lap. With the advent of the Global Positioning System, the pilot could merely read the coordinates off the GPS navigation unit (if the aircraft was so equipped) making position reporting more frequent and accurate.

However, the present limitations of HF flight-following persist. Voice communication is often impossible, the noise is extremely fatiguing, and a brief distraction can take a flight-follower away from the radio at a critical moment. It would be a joy to present Priscilla with a system that will free her (and any other wife or staff member) from the slavery of sitting in front of a noisy machine for 10 hours a day. Technology exists to delegate the "slavery" part of flight-following to a machine. Appropriate delegation allows the human operator to focus on flying the airplane, managing a household and/or dispatch office, or any one-of-thousands other more important but potentially less urgent tasks.

Three technological developments have occurred to make flight-following by HF voice radio obsolete:

1. the debut of JAARS' Automatic Flight-following System (AFFS), and
2. the recent decision by the FAA and ICAO to make a similar wireless data link system (called ADS-B) a new standard for automatic VFR flight-following instead of ground-based radar, and
3. the Airborne Internet advanced communication concept. This takes the wireless data link system to its logical extent by adapting common internet hardware and protocol. "In our plan for the next generation air transportation system, we envision that aircraft will be nodes on a network—providing, accepting and relaying information," said Charlie Keegan, Vice President for Operations Planning of the FAA's Air Traffic Organization. "This will support all users having the information they need, when they need it."

Mission Safety International is pursuing two questions: (1) "How do the AFFS benefits and the new ADS-B standards collectively enable us to take the risks of remote airspace operations 'very seriously'" and (2) "How can the Airborne Internet expand the safety benefits of a wireless data link system to benefit the operational effectiveness of the aviation program and the ministry effectiveness of the missionary on the ground?"

Regarding the first development, consider this report from a JAARS pilot's wife:

> What a tremendous difference the AFFS flight following system made to our lives. I had never known before exactly what it did and never thought much about it. But now here we were with our equipment set up to know on the computer just where [the pilot] was flying at all times. It was amazing. [My son] and I worked on schoolwork and we could hear just a faint buzz on the computer when the plane checked in. Whenever we wanted we could look at exactly where [the pilot] was and know if he was delayed by weather or something. He could even call us if he needed to. We would hear this voice coming through our house saying "Pilot Calling" and we would know he needed to talk with us.

And this report from a JAARS pilot:

> [I was] 500 miles away from home basically outside of voice communications. Yet I had the confidence that the messages were going through, even after I had landed on the ground. I was confident the on-the-ground report had gone through and everyone back home knew I was safe on the ground. [It's] encouraging for me as a pilot.

And this report from a JAARS radio operator:

> AFFS was installed in four aircraft here in the Philippines in September 2003 so we have about a year and a half of experience. Once we got the system working, it has been a WONDERFUL tool and a big help to the routine of flight following. Years ago, I did some flight following the "manual" way just using voice communications and writing down the information given by the pilot by hand in the flight following log. It was a tiresome job, usually boring and sometimes very frustrating trying to hear through all the constant static and noise on HF radio, especially during rainy season. At the end of a couple hours, I felt physically and mentally drained. However, with the

Continued on Page 8

Priscilla Project. . . continued

AFFS system, I can let the computer do the routine work while I am nearby doing other non-flight following things and just monitor the system. There are some flights when I do not even pick up the microphone on the entire flight. Other times, there is quite a lot of voice communications for weather info to the pilot or passing messages to or from the pilot for his family or for others with updates of flight schedule changes due to delays or weather. I can do flight following for many hours and not be worn out at the end of the time, as happened with the manual system.

These testimonials speak for themselves. MSI congratulates JAARS on their demonstrated leadership in missionary aviation quality of life. MSI encourages mission organizations to demonstrate due diligence in the safety of those entrusted to your care by requesting an AFFS evaluation unit, equipping a base station and at least one aircraft with this system. Let JAARS and MSI know what you think—e.g., how does it affect your operational preferences and what would you change to make it better or more suitable? Please contact Carman Frith at carman_frith@sil.org for more information on how you can participate.

Regarding the second development, JAARS and MSI have partnered with the North Carolina state Department of Transportation to evaluate and demonstrate the FAA's new ADS-B system. MSI is also working to align with Airborne Internet technology and the Next Generation Air Transportation System at the standards creation level. Data on the airborne internet will be exchanged between the air and ground and then passed from aircraft to aircraft for a full range of communications that previously have required the use of satellites. Again, we appeal to you to participate with us in this unprecedented opportunity for world leadership in aviation safety and missionary effectiveness. Help us refine our questions. Nominate qualified people to represent missionary aviation in these standards-setting groups. Please contact Cary Cupka at CCupka@msisafety.org to say "the time has come" or to request more information.

Thank you for all you do to make ***Safety a Way of Life***.

Cary Cupka
Research and Development Coordinator
937.672.9881 mobile
CCupka@msisafety.org

Editor's Comment:

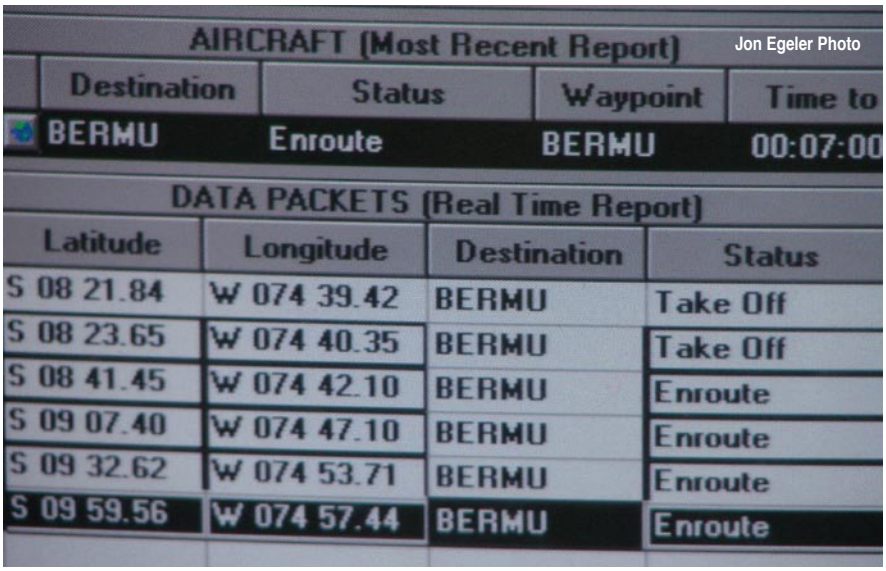
SAMAIR has been using the JAARS AFFS technology in their aircraft for a couple of years and field reports parallel those by JAARS personnel as expressed in Cary's article above. They indicate much satisfaction with the advantages of the AFFS over the old labor intensive and imprecise radio communication system previously available.

The pictures at right show the AFFS system at work in SAMAIR's CE 206. The top picture shows the panel unit—with its relatively small dimensions not taking up much panel space. The lower picture is of a computer screen read-out at the SAMAIR base showing aircraft progress during an actual flight.

JAARS deployed this technology in operational programs in 1999 and many aircraft of the JARRS fleet are equipped with AFFS. JAARS has obtained STC certification for the panel unit for more than 30 models of aircraft. AFFS already works with a number of GPS receivers and HF transceivers and research is ongoing regarding its compatibility with other models. As with any new technological development, operational hitches have occurred, but recent operational feedback indicates that the system is providing excellent service. Evaluations by other mission agencies are in process.

Certainly advances such as the AFFS mean much to mission flight operations. Having more and more precise real-time information available with less labor cannot help but be a significant contributor to the overall safety of any program. JAARS is to be commended for their initiative in seeing AFFS move from a concept to an operational system.

Jon Egeler Photo



Jon Egeler Photo

Mission Safety International, Inc.
328 E. Elk Avenue, Suite 1
Elizabethton, Tennessee 37643-3551
Telephone 423-542-8892 FAX 423-542-5464
E-mail info@msisafety.org www.msisafety.org

Safety Net is normally published quarterly by Mission Safety International Inc., Harold W. Berk, Ed. Articles appearing in this newsletter are the expression of the writer and edited as appropriate. Every attempt is made to represent information and opinions accurately and fairly and in such manner that an uninformed reader will not be drawn to erroneous conclusions. However, there is no guarantee that these objectives will be fully realized.