



# What's Happening

Navy Fire and Emergency Services Newsletter

*Protecting Those Who Defend America*



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## *What Kind of Leader Do You See in the Mirror?*

By Ronny J. Coleman

A recent Time magazine column suggested that there are probably more books on leadership than there are true leaders in society. If that is true, then we have an overabundance of words on the subject and a minimal capacity to deliver on those words. The same thing could be said about the concept of leadership within the fire service. There are lots of books about it. However, there seems to be a paucity of people who are willing to stick their neck out too far for fear of getting it chopped off.

This phenomenon is very clearly spelled out in a book I recently read called *The Handbook of Leadership Theory and Practice*. Its numerous authors hoped to discover some thread of continuity that sews leadership theory together. Unfortunately, the editors and contributors could not come up with a definitive theory of leadership to which everyone agreed.

In this book, the editors indicated that they believe that the vast majority of research and so-called theory regarding leadership has been abandoned by the academic community and relinquished to popular writers and management consultants. Go to any bookstore, and you'll quickly see the truthfulness of this statement. Many of these books are nothing more than regurgitations of personality styles. Most of them are named after someone. They have titles along the lines of *Lincoln on Leadership*, *Mahatma Gandhi on Leadership*, *Attila the Hun on Leadership*, and so forth.

If you wish to define the style of leadership you possess, you need to know about such theories. While reading about leadership doesn't make you into a leader, believing that you want to be one is a good starting point. Leadership also consists of having a really clear-cut understanding of human behavior and its relationship to your personal skill set. Instead of worrying about which theory of leadership you are following, worry about who is following you.

One of the texts I read discussed *The Charismatic Leader*, i.e., the person that seemingly everybody wants to follow. But there are numerous other types of leader that people also follow. Once you determine what type of leader you are, then the next logical question should be: is anybody following where I am trying to go? If the answer is "no," then you need to start thinking about whether you understand what it takes to galvanize other human beings.

Probably the best answer I can recall receiving to the question, "What is your leadership style?" came from a young captain who responded "an effective one."

## Guest (Cont.)

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Chief Ronny J. Coleman

When asked what he meant by that statement, he said that he was strongly driven by a passion to influence the outcome of the organization and was able to get his subordinates to buy into the concept of being the best company in the department. He questioned himself from time to time to determine whether people were accepting his beliefs and made necessary adjustments to continue to communicate and obtain their support. But the watchword for him was “effective.” And he was known within his organization as being someone to go to when something need to be done. Isn’t that what leaders are?

So, I pose the question: What kind of leader are you? If you answer it with a textbook answer, then you are probably a theoretical leader. If you answer it with something that emerges from your heart and head at the same time, something that tends toward making things happen, then perhaps you have a better-than-average perception of your leadership style.

If you can’t answer this question without resorting to theory, then it is time to reassess what you are doing with your time. A strong sense of self-awareness and an intense desire to improve your ability to affect the work ethic of the people who work for you might be part of your career-development process in the very near future.

In the final stages of your leadership opportunities, you will probably have the ability to look in the mirror and tell yourself whether you made a difference. Hopefully the face you see looking back at you will not be diluted by any sense of false achievement, but rather will be reflected in the fact that others carry on where you have left off.

## Combs Cartoon



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### Man in the Mirror



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## Last Alarms

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## Last Alarms

The USFA reported 32 deaths to date in 2012. The following line of duty deaths were reported since we published our last issue:

**Edward Bernosky** ♥

Age: 79  
Adena, OH

**David Bailey** ♥

Age: 50  
Los Angeles, CA

**Kenny Fox**

Age: 39  
Decaturville, TN

**Robert Neary**

Age: 60  
Philadelphia, PA

**Daniel Sweeney**

Age: 25  
Philadelphia, PA

**John Colbert** ♥

Age: 60  
Birchwood, WI

**John Wilkinson, Jr.** ♥

Age: 44  
Louisville, KY

**John Winkelman** 🚗

Age: 54  
Huntley, IL

**George Sanford** ♥

Age: 67  
Redding, CT

**Richard Nappi** ♥

Age: 47  
Brooklyn, NY

**Adam Longo** ♥

Age: 31  
Casper, WY

### 2012 Totals

♥ 19 (59%) 🚗 8 (25%)

♥ Indicates cardiac related death

🚗 Indicates vehicle accident related

## TCOoO Update



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## Taking Care of Our Own

Check with your Fire Chief if you wish to make a leave donation.

There are currently 14 DoD firefighters in the Taking Care of Own program.

	Location	Point of Contact
Gregory Feagans	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil
Erin Butler	Vandenberg AFB, CA	Sean.Glaser@vandenberg.af.mil
Jason Frazier	NAVSTA Norfolk, VA	Marc.J.Smith@navy.mil
Jason Thompson	Niagara Falls ARS, NY	Marilyn.Ruszala@us.af.mil
Ernest Gilbert	Navy Region Northwest, WA	Carmen.Morris2@navy.mil
David Hamback	NAS JRB New Orleans, LA	Taffy.Ponville@navy.mil
Brittany Proulx	NAS Jacksonville, FL	Mark.Brusoe@navy.mil
Thomas Robinson	Altus AFB, OK	Nils.Brobjorg@altus.af.mil
Stella Shimabukuro	USAG Presidio of Monterey, CA	Scott.Hudock@us.army.mil
Dana Picard	Westover ARB, MA	Diane.Lessard@us.af.mil
Edward Rust	DES Richmond, VA	clyde.hipshire@dla.mil
Billie Edwards	March ARB, CA	Melinda.Miller.2@us.af.mil
Wilson Humphries	USAG Camp Parks, CA	mark.a.shippee.civ@mail.mil

## From CNO

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## Navigation Plan for Our Navy

Admiral Jonathan W. Greenert, Chief of Naval Operations

I recently issued the *Navigation Plan* [Nav Plan], a follow-on document to *Sailing Directions*, that describes the Navy's budget submission for Fiscal Years 2013-2017. The Nav Plan is designed to update you on our budget. Our budget decisions were guided by the defense strategic guidance and *Sailing Directions*. The Nav Plan provides details on how we will execute this guidance, highlighting our investments through the lens of my three tenets: Warfighting First, Operate Forward, and Be Ready.

Similar to your personal finances, the Navy's budget reflects what is most important to us now, and in the future. We were issued finite resources to plan to, and made trade-offs and tough choices to balance current readiness against procurement and manning. We'll use the Nav Plan to build a Navy that is agile and capable. I expect this plan to be a priority for everyone and communicated at all levels, to help ensure we reach its objectives together.

One thing is certain, now and beyond the horizon – our Navy is in high demand around the world. We are becoming the Combat Commander's choice to assure friends or deter potential adversaries. The demand for forces will evolve, and so we'll be prepared to adjust our Nav Plan accordingly. Feedback from the Fleet and shore commands is an essential part of this process. I look forward to keeping you informed of our progress in the format of "position reports" via this blog and my Facebook page.

Your Navy will continue to be critical to our nation's security and prosperity. I am committed to ensuring that our Navy perseveres, and continues to prevail. I am grateful for your service, thank you.

CNO Sailing Directions: [http://www.navy.mil/cno/cno\\_sailing\\_direction\\_final-lowres.pdf](http://www.navy.mil/cno/cno_sailing_direction_final-lowres.pdf)  
 CNO Nav Plan: <http://www.navy.mil/cno/Navplan2012-2017-V-Final.pdf>  
 CNO Facebook page: <https://www.facebook.com/#!/CNOGreenert>

## Amazing Photo



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## Anybody See the Hepa Filter???



# Navy Award Winners

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## Calendar Year 2011 Navy F&ES Awards

### Large Fire Department of the Year



Navy Region Northwest  
Regional F&ES

### Medium Fire Department of the Year



NAF Atsugi F&ES

### Small Fire Department of the Year



NAVSTA Great Lakes F&ES

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### Fire Prevention Program of the Year



Navy Region Northwest  
Regional F&ES

## Awards (Cont.)

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### Heroism



Navy Region Japan  
Negishi Fire Station 5  
Noboru Nakayama  
Hiroyuki Sakakibara  
Junichi Nakamura

### Civilian Firefighter of the Year



Hiroyuki Sakakibara  
Navy Region Japan  
Regional F&ES

### Civilian Fire Officer



Sean Merrill  
Navy Region Northwest  
Regional F&ES

### Fire Service Instructor



Stanley Torres  
Joint Region Marianas  
Andersen AFB

# Awards (Cont.)

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## Military Firefighter



ABH2 (AW) Justin Fauver  
NAVSTA Rota

## Military Fire Officer



ABHCS (AW/SW) Daryl McGee  
NAVSTA Rota

## EMS Provider



Andrew Arndt  
NAVSTA Great Lakes

## Navy Fire Chief of the Year



Bruce Kramer  
Navy Region Northwest  
Regional F&ES

## Hall of Fame

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## Navy F&ES Hall of Fame Class of 2012



The late **Charles B. Gindele**, retired as a fire captain with the city of Philadelphia and came to work as an Area Fire Marshal in the Northern Division, Naval Facilities Engineering Command sometime in the late 70's. He created a well received presentation of various WWII news reel clips at the Emmitsburg I conference at the National Fire Academy in 1980-81. He brought his rich experience as an advocate for firefighter safety, fire prevention, and life safety to the Navy Fire Marshal program and earned a reputation as a champion for those causes.

The Charles B. Gindele Award was established in 1987 as recognition of the Navy's best Fire Prevention Inspector.

Charles B. Gindele passed away on November 27, 2003 at the age of 75.



**Chief John J. Wentzel** began his fire service career in 1958 as a volunteer firefighter with the Lansdowne Volunteer Fire Department at the age of 16 where his father served as fire chief. John later served as Assistant Chief with the Lansdowne VFD. John served with the US Army with assignments in Rhode Island, Okinawa and at the White Sands Missile Test Range where he worked on the Pershing project. John was hired as a temporary Firefighter with the Philadelphia Naval Shipyard in 1968 and rapidly advanced through the ranks to Fire Chief.

John's exemplary service with the Philadelphia Naval Shipyard included multiple recognitions and awards, for Outstanding Performance, Superior Civilian Service and for heroism.

In 1992 John accepted a position as an Area Fire Marshal with the Atlantic Division, Naval Facilities Engineering Command where he distinguished himself as a mentor and friend to installation fire chiefs, serving in that position until his retirement in 1999.

John came out of retirement in 2004 to serve as the International Association of Fire Chiefs liaison to the Federal Military Section, serving in that capacity until 2011.

The legacy of heroes is the memory of a great name and the inheritance of a great example.

*-Benjamin Disraeli*



## *On the Job - Fallon*

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## *Desert Disaster*

By Stuart Cook, Retired NAS Fallon Fire Chief



A Type-1 engine was responding to a mutual aid call to the County of Churchill, NV when it was diverted to the report of an Amtrak train accident. The NAS Fallon Fire Department was first on scene.

A dump truck pulling two empty gravel trailers collided with the Amtrak California Zephyr double-decker train about 11:25 am on June 24, 2011. The big rig was heading north on U.S. Highway 95 when it collided with the train. The big rigs haul gold ore from the mines in northeastern Nevada to Hawthorne, NV. The rail crossing is 35 miles north of Fallon and about 70 miles East of Reno. This area is known as the Forty-Mile Desert, a name that originates from the California Gold Rush. Forty Mile Desert was the deadliest and most dreaded part of the California Trail that emigrants had to endure. The engineer hit the emergency brake and stopped the train about a half mile from the point of impact.

The big rig skidded about the length of a football field before striking the fourth railcar. The train was cruising at 78 mile per hour, which is just below the posted speed. Once on scene, the firefighters found two double-decker passenger cars fully involved and fire coming out all the windows. A third car was charged with heavy smoke. The awesome knock down power of the turrets on the TI-3000 and TI-1500 crash trucks allowed firefighters to make entry to extinguish the remaining fires.

Six people died and about twenty were injured. Most serious injured were transported by U.S. Navy Search and Rescue and Care Flight helicopters to hospitals in Fallon and Reno. The remaining passengers were transported by school buses to an elementary school across from the Fallon City hospital. The train manifest of 218 passengers was kept in the car of impact and destroyed by fire causing a passenger accountability problem early on, but Amtrak later supplied the command post with a valid passenger manifest.

Firefighters conducted a primary and secondary search of all railcars. Four sets of human remains were found during the horrific search of the burnt-out cars; the conductor and driver of the truck were located on the ground outside their vehicles.

NAS Fallon firefighters responded with two crash trucks, a rescue truck, Type-1 engine, a command vehicle and a much needed self-contained breathing apparatus compressor trailer.

Stuart Cook is the retired Fire Chief at NAS Fallon and was the Safety and Accountability Officer on this incident.

## Scholarships

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## Federal- Military Scholarship Available

Each year the Federal Military Section of the International Association of Fire Chiefs funds a scholarship for a minimum of \$500 specifically for those serving in Federal or Military Fire Departments. Applications are due by 1 June 2012. Contact Gary Brouse, IAFC Fed-Mil Section Liaison at [gbrouse@iafc.org](mailto:gbrouse@iafc.org).

Additionally, the International Association of Fire Chiefs Foundation offers many other scholarships available to those seeking higher education in the fire sciences.

### 2012 IAFC Foundation Applicant Criteria

- Applicant must be a current member of the American or Canadian fire service.
- Applicant's Fire Chief should be a member of the IAFC.
- Applicant must currently be an active member of a state, county, providential, municipal, community, industrial or federal fire department.
  - Volunteers must have three years experience
  - Paid must have two years
  - Combination three years Paid and Volunteer
  - Explorer one year
- Applicant must have demonstrated proficiency as a member of the fire service.
- Applicant must use the scholarship funds in a recognized institution of higher education.
- Applicant should occupy a supervisory, middle management or similar position of paid or volunteer work.
- Scholarship may not be used to fund formal academic research projects.
- Scholarship may not be sole source of academic funding.

### Named Scholarships Available

**The Chief Charles "Chet" Henry Scholarship Award** will be awarded to a qualified applicant annually. This fund was established with support from VFIS honoring the memory of Chief Henry.

**Federal Military Section Scholarship** will be awarded to a qualified applicant who is an IAFC Federal Military Section Member or is with a federal military fire department.

**The Garry L. Briese Scholarship Fund** will provide one award annually. This fund was created with support from the Motorola Foundation. Preference will be given to Driver/Engineers & Lieutenants pursuing AA/AS or BA/BS degrees.

**The John M. Buckman, III Award** an award will be given each year in his honor at the discretion of the selection committee.

**The Heather Westphal Memorial Scholarship** will provide one award annually to a female first responder. This award was established in honor of the former IAFC membership marketing manager with support from IAFC ([www.iafc.org](http://www.iafc.org)) and the International Association of Women in Fire and Emergency Services

**Motorola Future Leaders Scholarship Fund** will provide several annual awards. Preference will be given to qualified applicants also enrolled in IAFC's Company Officer Development Program, primarily offered at Fire Rescue International Conference ([www.iafc.org](http://www.iafc.org)).

## Back in the Day

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## Navy Tractor Drawn Ladders

By Tom Shand



Over the years Fire Trucks Incorporated supplied a large number of fire apparatus to the U.S. Navy including a number of unique pieces to meet specific requirements. Fire Trucks Incorporated (FTI) was founded in 1960 as a successor to the Fire Master Corporation and the General Fire Truck Corporation. This company was located in Mount Clemens, Michigan and devoted a large amount of their production to producing apparatus for both the U.S. Navy and Marine Corps fire departments.

During the early 1960's FTI produced some pumpers using an International model R-185 chassis with 750 gpm pumps and 400 gallon water tanks. These rather plain looking vehicles served for many years with several being rebuilt with high side body compartments, crosslay hose beds and enhanced warning lights. Another version of this design was introduced in 1965 based upon a GMC chassis with similar bodywork. During this period most all new engine apparatus were built on commercial chassis with only a handful of custom chassis aerial ladder trucks placed into service with U. S. Navy fire departments.

Due to limited space in many fire stations two door tilt cab pumper with FTI bodywork were ordered beginning in 1971. These pumpers were built with a very short 150 inch wheelbase and were powered by 427 cubic inch gasoline engines with four speed manual transmissions. Beginning in 1974 U.S. Navy specifications were changed to require cab ahead custom chassis for new pumpers. Up to this point personnel were required to ride on the rear tailboard. Several departments modified the rear step area to provide hose body windshields as well as locations for SCBA's using various mounting techniques.

One of the most unique FTI units delivered to the U.S. Navy was a tractor drawn ladder delivered in 1979 to the CFAY Fire and Emergency Services in Japan. As best as can be determined this ladder truck was the only tiller unit constructed by FTI and was built on a Pemfab 93 wedge cab with an LTI 100 foot steel aerial ladder. Ladder 4 was assigned property number 74-00046 and LTI serial number 770613.

## *The Day (Cont.)*

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The LTI aerial ladder was initially designed by the Grove Crane Company and was capable of supporting 525 pounds at the tip of the ladder when fully extended at a 60 degree angle. The four hydraulic outriggers had a sixteen foot stance which was unique at the time as most aerial ladder manufacturers were still using a single pair of manually operated stabilizers. The trailer was equipped with twelve body compartments and a fully enclosed tiller cab. While closed cab apparatus had been built during the 1930's the first fully enclosed tiller cab was not produced until 1963 when Freeport, New York took delivery of a Seagrave 100 foot tractor drawn ladder.

CFAY Ladder 4's overall appearance was somewhat spartan by comparison to modern apparatus with limited emergency lighting and graphics. FTI continued to provide apparatus to the U.S. Navy and Marine Corps until they ceased operations during 1988. Several municipal fire departments including Philadelphia operated with a large number of FTI apparatus in their fleets over the years.

Photo from the collection of Tom Shand



## *On the Job - New Jersey*



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## *NWS Earle Squirt Operates at Mutual Aid Fire*



The main thing is to make history, not to write it.  
-Otto von Bismarck

## Marine Corps News

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## Old Housing Provides Training for Firefighters

Story and Photo by Lance Cpl. Paul Peterson



Smoke filled the rooms of a house the evening of March 26. It pooled in the rafters and leaked out through a hole at the top of the building, choking out the light and hiding the numerous obstacles inside. Three Camp Lejeune firefighters donned their masks and prepared to negotiate the dark gauntlet within, unsure of what to expect.

Fortunately, no one needed rescuing that night. No flames gutted the building. The smoke and darkness were all part of a carefully constructed training facility built by the firefighters of Fire Station Two at Marine Corps Base Camp Lejeune's Midway Park.

The facility allows firefighters from the various stations around MCB Camp Lejeune to immerse themselves in unique and challenging situations.

"They're in total darkness and the only thing missing from that environment is heat," said Captain Eric Baker, the supervisory firefighter and paramedic at Fire Station Two. "The best part about it is that it takes a firefighter and it tells him, 'If I ever find myself in this situation, this is what I can do.' It gives him options."

The structure contains numerous challenges that force the firefighters to become more comfortable with their equipment and confident in their ability to 'self-rescue'. As they progress through the course, the firefighters have to pass over obstacles, navigate a room of gear-entangling wires, properly report their situation after encountering a structural collapse and successfully pass through a 14-by-16 inch hole.

Each team member is forced to remove his self-contained breathing apparatus, pass it through a small opening in the wall and replace his equipment in order to make it through the course. They do it all in near total darkness, roughly 50 pounds of gear limiting their mobility.

The firefighters must resist the urge to remove their masks at all costs. Their labored breathing creates an audible sucking noise as they slide their hands along the walls of the home, searching for a clear path out.

"This is more of a mental challenge," said Baker. "Yes, there is some physical challenge and you have to be able to do it, but this is more mental training. It's your brain going, 'I can get through this.' If you have any claustrophobia at all, it is going to be revealed here."

It's a training facility for firefighters, built by firefighters. The members of Fire Station Two took it upon themselves to build the facility in one of the vacant homes at the Midway Park residential community. Building the course on their own time, the firefighters used waste materials destined for disposal to lay out a custom-built house of hazards.

## USMC (Cont.)

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“We brainstormed here as a fire station and came up with something like a maze for confidence building,” said Baker. “I have a very eager-to-learn crew. They are always looking to better themselves.”

“Once word of the training facility spread, members of other fire stations began to come down to train with Fire Station Two”, said Lieutenant Robert Thompson III, a driver operator for station two. “The firefighters from the other stations don’t know the layout of the courses and just have to endure the unknown.”

“During one evolution of the training, we had somebody that said they couldn’t get through (the small exit),” said Thompson. “We had to just slow him down and tell him to stop. Once we slowed him down, he got through it.”

Thompson said the facility allows them to conduct training they cannot do during live burns, where a structure is set on fire for instructional purposes. It’s repeatable and the course can be reorganized to further throw off participants. The ability to reuse the building allowed the team to make additions based on their own experiences.

In the long run, the building will be torn down to make room for further military housing. When that happens, the team at Fire Station Two plans to simply move shop to another house and start again.

Thompson says the team enjoys the training and has even lost track of time, training well into the night. It is a chance to practice their procedures in a way that other training facilities don’t allow. “You’ve got to incorporate some kind of fun into it,” said Baker. “If you just did the same training that we’re required to constantly do, instead of adding some fun and challenging activities, firefighters will get extremely bored.”

## USFA News



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## New Student Identification Numbers



There is a significant change in the National Fire Academy (NFA) application process. NFA will no longer be using Social Security Numbers (SSNs) for registration. Applications containing a SSN will be rejected. Effective immediately, students must use the new Student Identification Number (SID) that will be issued in place of the SSN. This number can be obtained through the Center for

Domestic Preparedness (CDP) Training Administration System (CTAS). We are most grateful for the assistance of FEMA’s Center for Domestic Preparedness for assisting the USFA with this effort. It is a simple process, but very important to current and future FEMA and USFA students.

## On the Job - Cuba

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## Guantanamo Bay Life Saving Awards

Captain Kirk R. Hibbert, Commanding Officer, NS GTMO presents Navy F&ES Life Saving awards to Fire Captain Richard Cranston, Firefighter Warren Douglas, Firefighter Claudine Miller, Firefighter Andre Hemans, and Fire Inspector Clifford Foley.



## That's Funny!



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## Glass of Water

A father stayed home one night to watch his son while his wife went to a PTA meeting. Later in the evening he settled down to watch a ball game on TV.

Unfortunately, his son repeatedly kept coming in and asking for a glass of water.

After the fifth glass, the dad lost his patience and yelled, "I'm trying to watch the game..."

...GO TO BED!"

"But Dad", the boy whined, "my room is still on fire!"

## On the Job - Naples

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### *NSA Naples Trains Volunteer Firefighters*

By MCSA Erik Luebke, Navy Public Affairs Support Element-East Detachment Europe

The Auxiliary Firefighting Force (AFFF) program is now in its second iteration at Naval Support Activity (NSA) Naples.

The program provides AFFF volunteers with classes and exercises every Saturday at the NSA Naples Support Site fire station.

NSA Fire Chief Roland Hesmondhalgh started the AFFF team to augment the base firefighting force in case of a large-scale emergency or for situations where the Vigili del Fuoco, the Italian firefighting agency, would not be able to respond quickly.

“If we had a large-scale event that affected the whole Campania region, the Vigili del Fuoco would be busy.” said Hesmondhalgh. “There are 11 fire stations and four million people they have to look out for. The AFFF team gives me the flexibility of having additionally trained personnel on station at the Support Site and Capodichino.”

Any U.S. service member can try out for the AFFF team, regardless of rank or rate.

“We have everyone from E-2s to O-6s on the AFFF team. It's not just for enlisted personnel.” said Hesmondhalgh. “We have damage controlmen, (hospital) corpsmen, hull technicians, Masters-at-Arms and even a guy from the Navy Band.”

One such volunteer is Capt. Rod DeWalt, a member of the new AFFF class.

“The Navy takes firefighting very seriously. They do it on ships and on the shore, and a lot of the time it becomes an all-hands effort,” said DeWalt. “In this case, they need a little more training before they go into a firefight, and that's what the AFFF program provides.”

Hesmondhalgh said that the only requirements for a person to become a firefighter is that he or she is a strong leader, is able to take charge if the situation calls for it, and not cave in under pressure.

“If you've got someone that always follows, that person won't be effective,” said Hesmondhalgh. “A fire is a living, breathing entity. You have to be aggressive. You don't just fight fires, you kill them.”

No one asks you to throw Mozart out of the window. Keep Mozart. Cherish him. Keep Moses too, and Buddha and Lao Tzu and Christ.

Keep them in your heart. But make room for the others, the coming ones, the ones who are already scratching on the window-panes.

*-Henry Miller*



## *Perspective on the Future*

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### *Tea Leaves and the Crystal Ball*

Richard R. Carrizzo



Every day, as leaders we do what we were trained to do: we look into the future and play the guessing game of what if this or what if that?

It isn't a complete guessing game; I hope that as chief officers, you were given the training, skills and knowledge and you use experience as a roadmap to determine where your organization is or needs to head. Forecasting, vision, foresight.

But in the financial climate of the last few years, most leaders don't have the experience to help them, nor do our young firefighters understand all the issues at hand. We're pulling on all our KSAs to help fight to keep the same financial stance or to take the fewest cuts to our departments.

Xenia, Ohio, recently had a YouTube link of their council meeting placed online. The question came down to whether firefighters should start replacing and paying for their own personal protective equipment.

When I was sent the link, I surely didn't expect to see this battle. I believe it's our duty as employers to provide appropriate safety equipment to our employees, whether they're volunteers or get any form of compensation. Granted, this is my perspective and may not be the perspective of every community leader. I understand that.

Recently, one of my mentors gave me a strong argument for doing real community strategic planning—planning not only with the elected leaders of communities, but with a good number of the population of the community. This isn't a new theory and many communities have done this in the past, but probably with not as much outcome from the results.

Face it, many have walked around and argued that they're the provider and know what's best for the community.

Do you really know what's best? I truly believe we do, or we wouldn't be in our positions. However, as most of our communities continue to lose revenue and make cuts—even for those few communities that have been held strong and those that have gained a little—we have constituents who may have different ideas.

What is their voice, on the whole? What are they willing to pay for? What level of service are they willing to incur or give up? Do we really know or are we reading tea leaves, because "we know best?"

It's time to ask hard questions not only of ourselves, but also of the firefighters, unions and community. We have all been introduced to the new normal, but what do our services to the community look like under this new normal? We must continue to provide strong visionary leadership while possibly changing the way service is provided.

## Perspective (Cont.)

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I still have a little old-school tradition in me, but I do get it. I believe in four-man companies/five-man ladder companies at a minimum. When I started as a volunteer, we would fill the truck and show up with as many as would fit into the seats and on the tailboard. Is that really what communities want? What they're willing to pay for?

Are we or the employees out there ignoring reality? I don't think so; we're just in a culture that's slow to change and hell-bent on tradition. We have unions that also don't understand and are also trying to hold on to tradition and systems that have been in place for a long time.

Take a look from the outside and see the holistic picture. Each day, the service moves with more scientific data. There is no argument against true scientific data and what it can provide us—not only in making decisions but also in helping to educate the public. But it's up to the community to decide the direction it feels is needed or is willing to pay for.

How can it be argued comparing staggered times of response versus staffing patterns? We need to really examine the community's risk-reduction strategies and determine what the equivalent types of deployment models are—not just the community's fire risk, but the total risk. Each community's risk is different—some have more fire risk while others have a greater medical-response risk.

Deployment—does it make sense to send 3-5 personnel apparatus to all EMS incidents? I can't speak for what your community's wants or expectations are; can you? Have you asked? Do they want you to reduce costs by sending a one- or two-person small apparatus to EMS incidents in a timely manner or by sending a fire truck or quint with five people on it so they can respond to the next fire incident? What data is available to your community for them to decide?

In November, we watched changes take place in Europe. The Greek and Italian governments had major leadership changes with two economists put in place to set up new governments in their nations; this has an effect on our financial crisis and in our own communities. Euro regions are projected to face a recession in 2012, though many believe they're already in a recession. The real question will be, in the long run, whether the markets will be mollified by these political changes, as they were during the first two weeks.

In September, economists reported in a *Wall Street Journal* survey that a chance for a recession in the United States was one in three; the same survey in November improved the chance to one in four.

Following another economic indicator for our future, the Federal Reserve Board, after the first month of the fourth quarter, lowered the economic growth estimates for the last two months of 2011 through 2014. They now expect the gross domestic product to only grow between 2.5% and 2.9% in 2012. The Board also expects the unemployment rate to fall to between 8.5% and 8.7% by the end of 2012. They've made no changes from previously stated intentions of keeping interest rates low, keeping everything the same.

## Perspective (Cont.)

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In early December, the Bureau of Economic Analysis released their findings that actually lowered the third-quarter growth from 2.5% to 2.0%. Those we protect, the consumer, have contributed to this: They're spending less than was estimated, even though personal income has grown at its fastest rate since March 2011, creating a higher savings rate. Consumers are optimistic but moving slowly with their spending, which affects some of our communities' revenue sources.

Are you prepared? Do you know your revenue stream? How do some of these indicator items affect you overall?

- Devaluation of assessed property values – property taxes going down
- Unemployment in and around your community – no income tax from those not working
- Lower consumer spending – sales-tax revenue not where it was expected
- Profit/loss of industry and commerce – corporate income-tax revenue not there, which affects employment rates and property-tax revenue
- Housing market – are you based on the market needing additional homes to create revenue?

You should know how each of these affects your department's revenue. If you don't, you're already behind and not looking to the future. You're still playing catch up and guessing games.

So what do our services, finances and the continuation of this saga mean for 2012 and the services that we provide? Can you look into the crystal ball, or do you need to do research and get input from your community on what it wants to pay for?

Tough questions. Not just for the past few years, but they're getting tougher and may change how we lead. It's time for us to lead and not react. We must not only continually build new relationships, but also build on present relationships with a clear message.

Richard R. Carrizzo, CFO, is fire chief for the Southern Platte (Mo.) Fire Protection District and treasurer for the IAFC.

## New UTV's



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## Latest Polaris UTVs



## Situational Awareness

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## Tracking of Personnel

By Dr. Richard Gasaway

**Accountability:** A critically important component to emergency scene safety when personnel operate in a hazardous environment. From the perspective of situational awareness, accountability plays several roles. The obvious role is personnel accountability facilitates the rapid deployment of rescue teams if something goes awry. Command knows the crew sizes and where they are operating at and can send help expeditiously.

Additionally, accountability plays a second role that is critically important to the development and maintenance of situational awareness – predicting the future. The highest level of situational awareness is *projection* – having the ability to accurately determine what is going to happen as the emergency plays out. Essential to this skill is knowing crew sizes, crew locations and crew task assignments. The crews, performing the tasks at the emergency scene, are the proverbial actors in the movie the commander is playing in his or her head – a movie that’s looking at the *FUTURE* of the event. The goal when looking into the future is simple: ***See the bad things coming in time to change the outcome.***

But how should a commander (or an accountability officer) track the movement of personnel to ensure the accuracy of the information? That is the topic I will be addressing here.

### Name calling

How should a crew be addressed over the radio? There are, essentially, four options I can come up with:

Personal identifier: (e.g., Battalion 6, Captain 1, Firefighter 209, etc.)

Vehicle assignment: (e.g., Engine 1, Squad 14, Ladder 9, etc.)

Geographic location: (e.g., Division 1, Roof, Interior Team 1, etc.)

Primary task assignment (e.g., Attack, Vent, Search, etc.)

The goal is to ensure that if something goes wrong, the crew size, their location and the task they were performing can be easily identified. There are, without a doubt, both advantages and disadvantages to any identification nomenclature.

### Ease of recall under stress

When I look at matters like this, admittedly, my view is from one of cognitive neuroscience and sometimes this can run counter to national standards, like NIMS. Until brain scientists and bureaucrats collaborate on the design of national policies and standards, we’ll just have to be content with understanding that what may be determined to be best by one will not be embraced by the other. Such is the messiness we face in life.

Operating at emergency scenes is stressful. This stress impacts the ability to capture, store and recall information. This fact becomes critically important as you consider the cognitive effort required to maintain accountability.

## ***SA Matters (Cont.)***

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The goal is for the information about crew size, location and task to be readily accessible, both for rescue purposes and for being able to predict future outcomes based on what those crews are doing.

Ease of information storage and recall is the objective. If things go bad, there won't be time to do a lot of information sorting and reconstruction. The accountability records, be they written or simply from memory, should be crisp, clear and easy to comprehend.

### **You hear with the visual processor in your brain**

When information is shared audibly, the receiver of the information forms visual images in the mind to aid in the comprehension of the information. For example, if a crew operating on the interior of a structure fire said they were belly-down, on the floor, in zero visibility conditions, every trained responder on the scene who hears that message will form a vivid visual image in their mind of the conditions that crew is facing.

### **Call it like you see it**

In the spirit of brain science that explains how we comprehend what we hear, I offer this recommendation: Identify crews in a way that when they call on the radio, the commander, the safety officer and everyone else operating on the emergency scene will know who is calling, what they are doing, and where they are. Let's put it to the test.

I'm going to provide several examples of radio traffic and you decide for yourself which helps you form the best visual image of what is happening:

A: "Captain 1 to command, our crew is making progress on the second floor."

B: "Engine 1 to command, our crew is making progress on the second floor."

C: "Division 2 to command, our crew is making progress" (don't have to say what floor as Division 2 is the geographic identifier).

D: "Attack Team 1 to command, our crew is making progress on the second floor."

Absent any other information, which statement is the best at helping you understand what's happening?

If the commander only has a few companies working at an incident, what each crew calls themselves may be inconsequential because they'll be easy to track. However, as incidents grow in complexity, the ability to remember what each Captain's assignment is, for example, coupled with where they are operating at could become quite challenging.

### **Command has it easy**

When it comes to managing information, a commander who is properly located (i.e., away from the action and able to maintain a visual fix on the incident) is in the best position to keep track of things. Using a worksheet to write things down can be a tremendous asset for keeping track of personnel.

## *SA Matters (Cont.)*

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Crew size, location, task assignments can readily be tracked. But what about all the other crews who are operating hands on?

They are in a far more hostile environment and their ability to keep track of who's where, doing what, is far more challenging, yet none the less important.

When operating at an emergency scene there are, essentially, three types of situational awareness:

Personal situational awareness: A crew member's awareness of his or her own surroundings.

Team situational awareness: A shared awareness of team members about what is happening in their collective surroundings.

Incident situational awareness: A holistic awareness of the big picture and how the actions of teams are complimenting or impacting the performance of each other to the completion of the overall strategic objectives.

Using a structure fire as an example, a firefighter would have personal situational awareness as clues and cues about his or her environment are captured and processed, including incident conditions and information about personal safety and perhaps information about fellow crew member's abilities.

The company would also develop team situational awareness that ensures they are on the same page tactically, they have made similar assessments about the conditions, they have collaborated on goals and they are supporting each other (i.e., behaving as a team, versus a group of individuals).

The incident situational awareness is developed from understanding how individual and team performance impacts the overall incident's strategy and objectives with a keen awareness of the impact and consequence of failure and success.

I share all of this because each individual and team needs to be as aware of what others are doing as they are aware of their own role. With that in mind, put yourself in the role of a company officer, working with your crew in the basement of a residential dwelling fire and, with all the stress and other barriers to situational awareness present, you must try to keep track of who's who and what they are doing. Would that be easier if you were hearing crews being identified using:

A: Personnel identifiers (e.g., Captain 1, Lieutenant 41, Firefighter 192)?

B: Apparatus assignments (e.g., Engine 7, Ladder 22, Squad 18)?

C: Geographic locations (e.g., Roof, Division 2, Interior Team 1)?

D: Primary task (e.g., Vent, Attack, Search)?

If you were belly-down in the basement and there was a considerable amount of radio traffic, which of the above would be easiest for you to identify with that would help you understand whose calling on the radio, what they are doing, and how their goals are supporting your goals?

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## **SA Matters (Cont.)**

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### **The gold standard**

Is there a way to bring resolution to this issue that may address the concerns and needs of everyone? Perhaps there is. What if, for each crew assigned, they actually used multiple identifiers for each radio transmission. Granted, for this system to work there needs to be an element of radio discipline that, quite frankly, is missing in many organizations. This is unfortunate on many levels because flawed communications is **ALWAYS** a significant finding in every casualty report I have read, no exceptions. What would the communications sound like if multiple identifiers were used? Here are some examples:

#### Team identifier + crew size + location + update report

Engine 1, crew of 3, on Division 2 Attack. We have a knock down on the fire.

#### Personal identifier + crew size + location + update report

Captain 1, with 3, on Attack in the basement. Conditions are not improving.

### **TMI, TMI!**

One of the criticisms I sometimes receive when I make this recommendation is this solution creates too much radio traffic (i.e., Too Much Information – TMI!). I was recently told this while having a conversation with a chief following my review of a radio tape of an incident where things did not go well. The radio traffic at this incident could serve as the poster child for incident communications gone bad. It was horribly confusing and horrendously difficult to track (and I was listening to it with headphones on in a conference room).

When a crew got into trouble, command didn't have any idea of the crew's size, location or task. Command was overwhelmed. Other crews then started chiming in, asking for information about the crew size and location of the crew in trouble. The incident quickly spiraled out of control because of a Hail Mary effort to develop collective situational awareness about where everyone was and what they were doing. Needless to say, it didn't work well for them and it rarely works well for others. Even if the outcome is good (i.e., no one gets hurt) the potential for catastrophe is tremendous.

### **Chief Gasaway's Advice**

This issue is important and it's not one that gets discussed often enough. It is critically important to set up communications policies, procedures and standard practices that aid in the development and maintenance of situational awareness.

You only need to go as far as to review the recording of your past 3-5 significant emergency calls to know if your system of tracking, crew identification and accountability are working well. If they aren't, the time to fix it is now.

Richard B. Gasaway is widely considered to be one of the nation's leading authorities on first responder situational awareness and decision making. Visit his Situational Awareness website and sign up for his newsletter at <http://www.samatters.com/>

## ***Belated HoF Induction***

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## ***Chief Douglas Thomas Formally Enshrined***



NAS Jacksonville Acting Fire Chief Mark Brusoe and Fire Training Chief David Rickel traveled to Deltona, FL April 13 to formally enshrine the Navy's first Fire Marshal, Douglas Thomas into the Navy's Fire & Emergency Services Hall of Fame. They also presented him with a firefighter's helmet as his wife Ruth looked on.

Chief Thomas was elected to the Hall last year but was unable to travel to Atlanta for the induction ceremony.

Thomas began his fire service career in 1941 as a firefighter at the Washington Navy Yard. After joining the U.S. Marine Corps in 1942, he was stationed at Beaufort, S.C. and Quantico, Va. and then served in the Pacific Theatre at Iwo Jima with the 5<sup>th</sup> Marine Division. The unit fought from Feb. 19 to March 18, 1945 where 1,098 Marines were killed and 2,974 were injured.

After the war, Thomas returned to the NAS Anacostia Fire Department and where he eventually advanced to assistant fire chief. In 1963, he was appointed fire chief of a consolidated Navy fire department for NAS Anacostia, Washington Navy Yard and the Naval Research Laboratory. In 1976, Thomas became the first Navy Fire Marshal Program administrator, serving in the position until he retired in 1976.



Chief Brusoe received the following message from Chief Thomas' niece;

Uncle Doug talked about how he was so honored that anyone had ever thought he had done something that was worth anyone remembering. It was a very kind and thoughtful presentation. Aunt Ruth said that she felt that everyone who attended this presentation did so out of the goodness and kindness in their hearts. In making Uncle Doug and Aunt Ruth happy, you also brought me immeasurable joy.

Thanks for your help.

Rennae Bludsworth



## Succession Planning

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### *We Reap What We Sow*

By Al Gillespie, President and Chairman of the Board, International Association of Fire Chiefs



According to the U.S. Bureau of Labor Statistics there are — or will be once the boomers retire — about 10 million more jobs than people available to fill them. Currently, about five of every eight public-sector employees work in local government. Those who are Generation X (born between 1964 and 1977) and Generation Y (born between 1977 and 1997) seemingly have different values than the boomers.

They seem less willing to sacrifice family and other personal interests for their careers compared with the boomers. As a boomer, I applaud them for that. They also perceive that we boomers are singularly focused on work and have observed that we often are overwhelmed by our jobs, as well as abused and attacked by our employers and the people that we are trying to serve.

How then will we get enough quality individuals to step up to the plate to lead the fire service in the future? First, we have to recognize and emphasize talent development and succession planning as an important part of our job — and as a critical component of leaving a legacy. We need to identify up-and-comers and involve them in self development. We need to stop whining about how tough our jobs are and help them see the positive aspects of our careers. And we need to create specific opportunities for young talent to develop their leadership skills. As leaders, we should engage aspiring fire chiefs in conversations about big-picture issues and the politics of local government management. We should challenge aspirants to stretch themselves by taking on new and different roles within their departments, and by serving as the department's liaison to other divisions in the city. And we need to allow them to fail, to take missteps without fear of getting hammered, which will allow them to learn and grow from their mistakes.

Additionally, we should introduce aspiring chiefs to the leaders inside and outside our profession. We have developed many contacts over our careers and helping them meet and learn from those folks will give them a head start in their leadership development. Also, while I know that they may resist such a maneuver, we should move them around in our organizations so that they can gain staff experience as well as line experience.

Finally, we should give them the opportunity to learn different disciplines of local government so that they can understand and appreciate the many different perspectives that exist.

One of the best things we have to offer aspiring fire chiefs is our own experiences. We can motivate these aspirants by describing our personal journey and encouraging them to create their own experiences.

*Al H. Gillespie is the president and chairman of the board of the [International Association of Fire Chiefs](#). He also is fire chief of the [North Las Vegas \(Nev.\) Fire Department](#).*

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## ***Navy Fire & Emergency Services (N30)***

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Interested in becoming a DoD firefighter? Visit <http://www.usajobs.opm.gov>

# Sexual Assault Awareness Month

