



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America

December 2010

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Email the Editor:

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Twas the night before Christmas and all through the town, the fire siren echoed, blaring its sound.

The firefighters came running from far and from near, and raced to the trucks, quickly donning their gear.

And I in my bunkers, my boots, and my hat, jumped into the engine to see where the fire's at.

Down at the corner of Fifth and of Oak, the dispatcher informed us "a house filled with smoke."

Smoke poured from the sides, from up, and from down, Yet up on the roof there was none to be found.

So up to the rooftop we raised us a ladder, and climbed to the top to see what was the matter.

I came to the chimney and what did I see, but a fellow in red stuck up past his knees.

Well we tugged and we pulled until he came out, then he winked with his eye and said with a shout.

"These newfangled chimneys, they make them too small, for a fellow like me, not skinny at all."

With a twitch of his nose he dashed to his sleigh, and called to his reindeer, "Up, up, and AWAY!" As we rolled up our hoses he flew out of sight, saying

"God bless our firefighters and to all a good night."

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From the Director

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From the Director

Merry Christmas and Happy Holidays to our entire DoD extended F&ES family! As we approach the end of the year and start preparations for our annual awards, I wanted to take this opportunity to offer our sincere **Thanks**. Our Navy firefighters are providing the highest quality of services 24/7 to protect the Navy and DoD mission and personnel. Also, thanks to our regional and installation F&ES leadership for continuing to provide outstanding support. And last but not least, a very special thanks to my CNIC F&ES staff who do outstanding work in support of our goals and continue to make our program one of the best. To one and all; **Thanks** for all of your outstanding support and dedication.

Best Wishes to Chief John Arruda (CNRNW) and Chief Steve Monteleone (EURAFSWA) who are retiring. John and Steve both served the Navy/DoD fire community for many years and their dedicated service will be missed. Chief Arruda formally retires effective 1 January, and Chief Monteleone actually retired last January but served as a retired annuitant until recently. John and Steve, **Congratulations** on your well deserved retirements, and best wishes to you and your families from the entire Navy F&ES Team.

As we start to enjoy our holiday season, please keep all of our military troops serving worldwide in your thoughts and prayers.

v/rCarl

Navy Pumpers Ready for Delivery



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Last Alarms

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TCOoO Update



On the Job - Florida



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Last Alarms

To date, 82 deaths were reported for 2010. The following line of duty deaths were reported since we published our last issue:

Worne Hall ♥

Age: 86
Hitchins, KY

Gary Valentino ♥

Age: 41
Brooklyn, NY

Fernando Sanchez 🚗

Age: 25
South Sacramento, CA

Dillon Denton ♥

Age: 64
Lancaster, SC

Kenneth Marshall, Jr. ♥

Age: 33
Rehoboth, MA

Jimmy Tuberville ♥

Age: 64
Milledgeville, TN

2010 Totals

♥ 47 (57%) 🚗 11 (13%)

♥ Indicates cardiac related death

🚗 Indicates vehicle accident related death

Taking Care of Our Own

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

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

Name	Location	Point of Contact
Gregory Feagans	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Paul Hartman	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil
Kurt McDonald	SUBASE New London, CT	Marc.J.Smith@navy.mil
Jennifer Lindsey	NAS JRB Fort Worth, TX	Jerrel.Paul@navy.mil
Timothy Daniel	NAS JRB New Orleans, LA	Robert.Aliotta@navy.mil
Brian Yohn	Cheatam Annex, VA	Marc.J.Smith@navy.mil
Erin Butler	Vandenberg AFB, CA	Sean.Glaser@vandenberg.af.mil
Robin James	Navy Region Northwest	Carmen.Morris2@navy.mil

Panama City Supports Sea Fighter

By Samuel A. Turner, Assistant Fire Chief, NSA-PC F&ES



Naval Support Activity – Panama City, Fire & Emergency Services recently assisted the crew of the research vessel FSF-1 Sea Fighter, in receiving their Shipboard / Crew Fire Fighting Certification for Air Capable Ships. All air capable ships in the fleet must receive this certification, prior to conducting air operations. Successfully completing the [Air Capable Ship Helicopter Fire Fighting Team Evaluation course (J-495-0414)] significantly expands the Sea Fighter's mission readiness. As stated by Brad L. Hopkins, Master of the USN R/V Sea Fighter. "The time spent on the NSA helicopter pad and the training tips your fire fighters provided proved invaluable during our final practical examination. The crew of the Sea Fighter scored the highest grade in the class and this is an outstanding example of inter department training and cooperation."

FF Combat Challenge

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Team Air Force Academy Excels in Competition

By Ernst Piercy, Fire Chief, Air Force Academy F&ES Flight



The Air Force Academy Fire & Emergency Services Flight competed on the international stage in Myrtle Beach, SC from 9-13 November. The Fire Fighter Combat Challenge is a series of events that simulate climbing, hoisting, chopping and rescue, all against the clock and other competitors.

This event was first developed 19 years ago as a way to encourage fitness among fire fighters. The Air Force Academy has been competing in the Fire Fighter Combat Challenge since 2001.

Team Air Force Academy competed in several categories, including:

Team Pat Kraft, Anthony McMurtry, Bill Gates, Hans Barkley and Tyler Moran

Male Tandem Anthony McMurtry, Bill Gates, Hans Barkley, and Tyler Moran

Ladies Tandem SrA Jessica Morehouse, Stacy Billapando (pictured)

Over-40 Tandem Ken Helgerson, Dan McAuliffe

Co-Ed Tandem Anthony McMurtry, Stacy Billapando

Co-Ed Tandem Pat Kraft, Danielle Moore

Co-Ed Bill Gates, Courtney Van Marter

Co-Ed Tandem Tyler Moran, Jessica Morehouse

Ladies Relay Jessica Morehouse, Stacy Billapando, Elaine Perkins, Andrea Caraway and Lisa Smith

Over-40 Relay Ken Helgerson, Ron Prettyman, Dan McAuliffe and Rod Sanders

Open Relay Pat Kraft, Anthony McMurtry, Bill Gates, Hans Barkley and Tyler Moran

There were 660+ competitors from 170 fire departments, representing 42 states and seven countries. Only the top 16 teams (including AFA) qualified to compete on the final day. Our team finished in 10th place; the best finish of all DoD teams represented. In addition, Bill Gates was the 11th fastest competitor in the world.

Final results for Team Air Force Academy were as follows:

Co-Ed Tandem - Gold	Ladies Tandem - Gold
Ladies Relay - Gold	Over-40 Relay - Silver
Open Relay - Bronze	

In addition to performing very well at this international competition, Team Air Force Academy won three of the six awards given at the Grand National Championship Awards Dinner, held in Myrtle Beach during this week. Our firefighters were crowned "Grand National Champions" in the Team Category, Men's Relay, and Ladies Relay. In addition, Tyler Moran was inducted into the "Lion's Den", an honor bestowed upon competitors who can complete the entire course in less than 100 seconds. Mr. Moran is the sixth AFA firefighter inducted into the Lion's Den.

SrA Jessica Morehouse was announced as the DoD Military Firefighter of the Year in Chicago in August.
- Ed.

Off the Job – On Vacation

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How I Spent My Summer Vacation

By Dean Stanley, Fire Captain/EMT, Youngstown Air Reserve Base, OH



While on vacation in Ocean City, MD, I received a firsthand lesson on the dangers of a rip current. On August 18, after an overnight rain that continued through the better part of the day, my family ventured back to the beach. The storm had stirred up the ocean waves which made it difficult to swim and even very rough for the boogie boards my eight year old daughter and her cousins were riding.

We stayed on the beach while the kids continued to play in the sand. Not many people were in the water considering the lifeguards had left for the day. Suddenly I noticed two kids in the water who looked to be a bit too far out. Looking down the beach toward the next lifeguard tower, I noticed a boy making his way back on to the beach from the ocean. As soon as he got out of the water he started running up the beach towards us, while another youth started running down the beach the other way. They were waving their arms frantically as they ran up and down the beach. We could not hear them crying for help over the crashing waves.

They were about a city block away and I noticed that no one was moving to help them. I picked up a boogie board and headed down the beach with my brother-in-law, yelling for him to call 911 to get professional help on the way. I've seen time and time again on TV how so many others have died trying to rescue someone from a rip current and I did not want that to be me.

When I yelled to my brother-in-law to call 911 a guy with his back to the water looked up and saw what was going on. He was playing in the sand with his wife and three children. He jumped right up and ran alongside me as we headed down the beach toward the girl who was bobbing up and down in the water. When we got in the water, the rip current was so strong it dragged us both out very quickly. As the swells rolled up over me and I lost sight of her, a million things went through my mind; did I know exactly where she was as she went below the water with no point of reference against the ocean horizon. If she's not above water when I get to that spot what do we do next? Will we be able to get back in to shore? I was overwhelmed by my thoughts and emotions as I was being pulled out by the current. The man who went out with me got to her first and grabbed the little girl who was exhausted by this time. When I got to them I pulled the girl onto the boogie board and he grabbed on also. We rested a moment and got ourselves together. I said to the girl "it's OK now; we are all going to make it in together". We started off swimming parallel to the beach as I have always learned. It became apparent very quickly this wasn't working, it seemed like we were still going out. We decide to go right for the beach head-on. It took everything we had between us to kick and swim till we made it back to the beach.

Vacation (Cont.)

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Fed Firefighter Seminar



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When we got out of the water the little girl's siblings surrounded her and they ran off the beach. It was apparent their parents were not on the beach. My partners' wife and kids ran over to him and hugged him. I said thanks so much for going out with me because, being a just average swimmer; I was really scared going up against the rip current. My family came over to me and said they knew I helped people as a firefighter, but they never thought they would actually see me save somebody

The second most wonderful thing about saving someone (the first thing was saving someone) is that my daughter got to see it. I always thought I might save someone from a burning building during my firefighting career; it's funny how God has different plans for us.

Dean Stanley is a Fire Captain at Youngstown Air Reserve Base (OH). He started his fire service career in 1976 as a Junior Firefighter and joined the Air Force in 1981 as a Fire Protection Specialist. After completing his four year enlistment he continued his service with the Fort Meade Fire Department, (MD). After six years he transferred to Youngstown Air Base in 1991, where he continues in the fire service today.

AFGE Revives Informative Seminar

An Important Four-Day Conference For Federal Fire Fighters

- ❖ Firefighter Compensation, Retirement, Workers' Comp
- ❖ Qualifications for Employment, Career Progression, Promotion eligibility
- ❖ Official-Admin-Training Time
- ❖ Conditions of Employment (Labor-Management Relations)
- ❖ Staffing and Other Employment Issues
- ❖ Risk Assessments, Waivers, Liability
- ❖ Litigation and Legislative Issues

WHERE

Maritime Institute of Technology
Training and Conference Center
Linthicum Heights, MD
(5 miles from BWI Airport)
[Maritime Conference Center](#)

WHEN

March 14-17, 2011

WHO SHOULD ATTEND

Fire and emergency services personnel, human relations officers, labor-relations specialists, attorneys, Local Presidents who have firefighters in their bargaining units and others who have a vital interest in the employment aspects of the federal fire service should take advantage of this Seminar opportunity. Those who attended the Federal Fire Fighter Seminars in the past will tell you that it is the most informative seminar of its kind. It is intense but it's fun and the friendships made have now spanned several decades.

FOR COMPLETE INFORMATION AND REGISTRATION INSTRUCTIONS, VISIT

<http://www.afgefirefighters.org/documents/RegistrationandInfo.pdf>

Holiday Tips

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U. S. Fire Administration

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Focus on Fire Safety: Holiday Fire Safety

FOCUS ON FIRE SAFETY Holiday Fire Safety



Decorating homes and businesses is a long-standing tradition around the holiday season. Unfortunately, these same decorations may increase your chances of fire. Based on data from the National Fire Protection Association (NFPA) and the U.S. Fire Administration (USFA), an estimated 250 home fires involving Christmas trees and another 170 home fires involving holiday lights and other decorative lighting occur each year. Together, these fires resulted in 21 deaths and 43 injuries.

Following a few simple fire safety tips can keep electric lights, candles, and the ever popular Christmas tree from creating a tragedy. Learn how to prevent a fire and what to do in case a fire starts in your home. Make sure all exits are accessible and not blocked by decorations or trees. Help ensure that you have a fire safe holiday season.

Christmas Trees

What's a traditional Christmas morning scene without a beautifully decorated tree? If your household includes a natural tree in its festivities, take to heart the sales person's suggestion – "Keep the tree watered."

Christmas trees account for hundreds of fires annually. Typically, shorts in electrical lights or open flames from candles, lighters or matches start tree fires. Well-watered trees are not a problem. A dry and neglected tree can be.

Holiday Lights

Inspect holiday lights each year for frayed wires, bare spots, gaps in the insulation, broken or cracked sockets, and excessive kinking or wear before putting them up. Use only lighting listed by an approved testing laboratory.



Holiday Decorations

All decorations should be nonflammable or flame-retardant and placed away from heat vents. If you are using a metallic or artificial tree, make sure it is flame retardant.

Candle Care

If you do use lit candles, make sure they are in stable holders and place them where they cannot be easily knocked down. Never leave the house with candles burning.

Training News

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Training Amnesty

By Gene Rausch, Navy F&ES CNIC HQ

Over the past year and a half the Navy Fire and Emergency Services (F&ES) Training Work Group (TWG) has been working behind the scenes to understand and correct our F&ES training delinquency rates for DoD Certifications, Emergency Management, Safety/Occupation Health, and F&ES Proficiency training.

The TWG determined the high delinquency rates were attributed to the training subjects required for the duty tasks not being aligned with the topics; duty tasks were not assigned or not aligned to some F&ES members; F&ES members did not take ownership of their training and allowed themselves to go delinquent (failed to read and abide the ESAMS e-mail warnings), and finally, fire chiefs and training officers did not provide training program oversight. That's the past, what are we going to do to fix it?

Starting 1 January 2011, Navy F&ES will enter a training amnesty period. The first orders of business is to un-assign current or old duty tasks and assign new modular duty tasks that accurately depict the primary duties of the firefighter. Everyone assigned to the F&ES department will have the appropriate duty tasks assigned. There are currently 45 duties tasks listed in ESAMS. The new duty tasks require many of the same proficiency training courses in the current program, and if the firefighter is current he or she will remain current with the new duty task.

However, if the firefighter is delinquent in the proficiency training topic, an amnesty period will start. The amnesty periods vary by subject from 30 days (safety topics) to 3 years (emergency vehicle operators course (EVOC)). The fire chief, training chief or appointed training officer will most likely have to adjust their annual training schedules to facilitate adequate training opportunities. Moreover, it is important the individual understands their responsibility to stay current in their training subjects; as the individual's delinquency rate is reflected as departmental training compliance.

We are actively setting-up Region/Installation training sessions over the next few weeks as we prepare to reassign duty tasks.



Northwest AEDs



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CRNW F&ES Provides AEDs



Navy Region Northwest Fire and Emergency Services has been able to provide Automatic External Defibrillator's (AED) and equipment for existing AED's throughout the Northwest region. To date eight new AED's have been provided for facilities throughout the Navy Region Northwest. Currently there are approximately 84 AED's located throughout Navy Region Northwest.

On the Job - Crete

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Gearhead Humor



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NSA Souda Bay: Never Give Up On a Call

By John Bebbe, Assistant Fire Chief, NSA Souda Bay

On the morning of 6 November 2010 the Naval Support Activity Souda Bay Fire Department personnel was dispatched to a medical call involving a vehicle at the front gate.

A vehicle had collided with a jersey barrier rendering the driver unconscious. Firefighter's Ramiro Camarillo, Sean Connell, Captain Daniel Whalen, and Crew Chief Mihalis Kypraios immediately removed the victim from the vehicle through the passenger side door and began a rapid assessment, determining the patient had no pulse and was not breathing. They immediately began CPR and set up the BVM and AED for assessment of the patient. The initial assessment by the AED determined no shock and the crew packaged the patient for transport to a local hospital.

The incident commander determined additional personnel would be needed to facilitate transport and sent a total of four personnel for the 15-20 minute drive to the hospital. CPR was performed for a total of 45 minutes during which time a viable rhythm was detected by the AED, and shocks were delivered prior to arriving at the hospital. Once at the hospital, CPR and shocks were continued. After the NSA Souda Bay firefighters departed the hospital the patient had a pulse, was breathing, and was moved from the ER to the ICU.

If not for the quick, calm actions of all personnel on scene, this outcome would not have been achievable. This call illustrates the reason we train and proves that you can never give up on a call. Bravo Zulu to all the men and women of the NSA Souda Bay Fire Department for a job well done.



Water Pump

Call to an imported car parts warehouse: ""My husband says he needs a 28-ounce water pump."

"A 28-ounce water pump? What kind of car is it for?"

"It's an old Datsun, I think."

As the parts guy writes down "Datsun, 28 oz. water pump" the light in his head goes on. "Oh yes ma'am. We've got 28-ounce water pumps. We have 24-ounce and 26-ounce water pumps too."

"Finally! You're the first place I've called that knew what I was talking about."

"Yes ma'am. That's because we're a full-service parts warehouse; it's our job to have the parts you need, like a 28-ounce water pump."

The parts guy jots down on his order form,

"Customer pick-up: Datsun 280Z water pump."

Open Season Choices Matter

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Choices Can Ease the Pain of the Pay Freeze

By Emily Long elong@govexec.com

Federal employees worried about how next year's pay freeze will affect their finances should stay focused on ways to save money on health insurance during this year's open season, according to one adviser.

President Obama proposed a pay freeze for 2011 and 2012 that would apply to all civilian workers, including Defense Department employees, but not to military personnel. Workers still would be eligible for step increases and promotions, officials said. In addition to a freeze on base pay, civilian government workers would see no locality increases in 2011.

The proposal comes soon after federal employees received news of an increase in health care costs. The Office of Personnel Management in October announced that the average amount Federal Employees Health Benefits Program participants pay for their health insurance plans will rise 7.2 percent in 2011.

Walton Francis, author of the *Consumers' Checkbook 2011 Guide to Health Plans for Federal Employees*, said government workers should concentrate on making the best choices they can with rates and plan information already available to them.

"Families have approximately \$2,000 in savings or more [annually] for making a better-buy plan choice including the obvious change from Blue Cross Standard to Blue Cross Basic -- probably as much as most people would have gotten in a pay raise," he said.

FEHBP participants could save money using flexible spending accounts or consumer-driven and high-deductible plans, Francis said. For example, individuals who switch from Blue Cross Standard to GEHA's high-deductible health plan could save \$1,200 for the year.

FSAs allow participants in any FEHBP plan to make pretax contributions to a savings account to pay for medical and dependent care. Contributions do not roll over at the end of the year, so participants must spend the entire account balance, or lose it. The program does, however, have a two and a half month grace period for employees to spend leftover money.

Consumer-driven and high-deductible plans require users to carefully consider the type and cost of services they receive, according to Francis. These options have preferred providers, allow participants to seek out-of-network care and offer some type of savings account option for health care expenses. Enrollees pay several thousand dollars toward a deductible before coverage kicks in, he said.

"People who aren't making a conscious decision to stay in a higher-cost plan are throwing away money," Francis said. "It's time for homework, to look at plan brochures, think about your plan situation, and think about the other options you aren't in."

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Hall of Fame News

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Francis L. Brannigan
Navy F&ES Hall of Fame

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Brannigan Matriarch Passes

Here is an e-mail from Chris Brannigan, son of Navy F&ES Hall of Fame member, Frank Brannigan that we want to share.



My mother was so proud of your organization's recognition of the man she knew and admired since they met in high school in NYC. She shared in his life's work, was his teaching assistant and editor for 60 years. She recently passed away peacefully at my sister's home in Colorado, and will be

buried with full military honors at Arlington on January 26. I wanted to share the formal notice and photo with you, and invite you to the service, but I also wanted to share some of why she was so pleased at your efforts to claim Frank Brannigan as one of the Navy's own.

She was certified and taught in the NYC school system, (before she was commissioned in 1942 in the very first group of female officers in USN history, all drawn from her graduating class at Hunter College), and always said if she couldn't understand it, than how could his students? She had learned her Blue Jacket Manual skills long before enlisting, building sailboats and teaching sailing classes with her father on Long Island Sound. She cheerfully never let my father forget she was commissioned before he was; and that his sailing expertise consisted of little more than "Red, Right, Return"! She captained every major family charter boat sailing expedition, and some of the happiest days of her life were spent in retirement, teaching 14 grandchildren small-boat handling while they spent summer vacations at my parent's cliff-side log cabin at Scientists' Cliffs on the Western Shore of the Bay.

She confirmed to me before she passed that my father would have treasured the honor bestowed upon him by your organization over all of his many other laurels. She spent some of her childhood years living in SW, and later worked on gunnery tables at the Navy Yard while my father served in Panama, before joining him and working at the Norfolk Supply Depot when he was transferred to Newport News. We spent every childhood summer at Norfolk, while dad taught shipboard firefighting on the base.

She was very proud of her commission, and of her service. She was very grateful to your organization for recognizing Frank Brannigan as an outstanding member of the USN Fire & Emergency Services community.

Maurine E. Brannigan (Ensign, USN 1942-1944)

On Friday, October 29, 2010 in Fort Collins, CO, formerly of Bethesda/Scientist's Cliffs, MD. She lived a life of service to family, God, and country. Born January 18, 1921 in New York City. Married for 62 years to her beloved husband, the late Francis L. Brannigan, LCDR, USNR (Ret.). Survived by her six children and their spouses. Preceded in death by her infant son. Also survived by 14 grandchildren and 7 great grandchildren. Memorial contributions may be made to St John Vianney Catholic Church, 105 Vianney Lane, Prince Frederick, MD 20678.

Thank you for your service to our country, and to the most honorable profession my father ever knew.

Hypocrite, Me?

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Beware the Perils of Organizational Hypocrisy

By Ronny Coleman

How many rules and regulations does it take to run a modern fire department? Many of our firefighting agencies today have standard operating procedures or guidelines that take up volumes. At one level, the primary purpose for having to write all of this stuff down is to make sure that everybody does the right thing the right way. But why do we need so many rules and regulations when, for instance, Judeo-Christian religions suggest a mere 10 Commandments to guide human behavior?

One of the primary reasons that we write these extensive, complex and often redundant policies and procedures is that somebody has either not done it the way we want it to be done in the past, or we are so concerned about the consequences of improper reaction that we want to make sure that it is done right the first time in the future.

But, just take a look at your fire department from the standpoint of this simple question: Do say what you mean and mean what you say? The significance of this is found in the fact that much of the conflict that exists in organizations stems from rules and procedures not being followed and/or inappropriate behaviors being exhibited that cause conflict and no one will act upon them. In modern practice it has been suggested that to ensure that a fire department operates in a contemporary mode, it has to have a set of guiding statements. This idea is being taught in schools all across the land. Thousands of pages of textbooks have been devoted to the concept of having a mission statement, having a vision statement, operating on a basic set of principles, having written goals, setting objectives and last, but certainly not least, having an action plan to guide your behavior.

The real question is, is it all rhetoric or does it really mean something?

There is a relatively simple test that you might want to apply as to whether these concepts are real or whether they are just eye wash. For example, if you close your eyes, can you quote the mission statement of your organization? Can you, without looking at a plaque on the wall, state the vision of your organization? Can you, without referencing the annual budget document, clearly articulate the department's goals and/or its performance measurements?

If you can, then you might be walking your talk. But if you can't, then maybe you are on the verge of organizational hypocrisy.

When we use the term hypocrite, most likely it is in the context of human behavior, often with a religious connotation. But the definition of hypocrite is pretty straight forward. A hypocrite is a person who acts in contradiction to his stated beliefs or feelings. A hypocrite is a person who says one thing but does another. The degree to which this contrast is visible to other parties determines the intensity of the hypocrisy. It is probably no mistake that the word evolved from the Greek *hyposkrites*, which was used to describe an actor, because most hypocritical behavior connotes a false appearance.

Hypocrisy (Cont.)

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There is only one way that you can overcome organizational hypocrisy. You have to take your personal behaviors and place them under a microscope to determine whether you are actually living and breathing what you have espoused during those master and strategic planning sessions.

The degree to which a person or an organization is hypocritical then is the difference between beliefs and actions. If your actions are consistent with your beliefs, hypocrisy is low, and visa versa. If you want to learn a bit more about this concept, type in the words "The psychology of hypocrisy" in a Web browser. You should find an entry by Lonnie Lee that provides a broader background of this phenomena.

Having gone through numerous exercises in assisting departments to develop master and strategic plans, I often have marveled at the fact that people will insert words in the exercise that are not being reflected in the room itself. In another column many years ago, I wrote that there are certain things one must yield in order to get the desired result. For example, I see the word "respect" in a lot in value statements. But respect is a two-way street. You cannot give it without getting it and you cannot get it without giving it. It works the same with the words "trust" and "confidence." It is very important that when people begin to articulate these concepts as part of strategic and master planning, that they do so from the inside and not from the standpoint of an external exercise.

If these concepts are alive and well in your organization they often go a long way toward reducing the amount of bureaucracy that has to exist to get the organization to function properly. It was once characterized that many of our written policies and procedures — especially certain rules and regulations — almost always had the name of the person attached to the problem who created the rule or regulation. In a self-correcting organization, you don't need to continually write rules to prohibit things. Instead, find ways of solving problems at the lowest possible level and the number of rules and regulations that are required will become relatively straight forward. Rules that empower have a different impact than those that restrain.

The one thing that will continue to grow in an organization when it becomes hypocritical is conflict. Another term for this is organizational dissonance. It is when the eye and the mind see two different phenomena that are mutually exclusive. Conflict has its consequences within an organization. For example, if you examine the mission statement, the goals for the organization and the value statements, it is not uncommon for them to sound quite altruistic if not almost self-righteous. But, when individual behaviors are exhibited or encountered that conflict with those value systems, they create dissonance among those who truly believe in them.

For example, disagreements in an organization can either turn into dissension or into dialogue. Those organizations that have focused on really living their value systems can often take some of the most difficult times and turn them into meaningful experiences. In organizations where there is organizational hypocrisy, even the smallest infraction often gets turned into a major contention.

Hypocrisy (Cont.)

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I challenge you to ask yourself this tough question: Am I ever a hypocrite? If you are being truthful, you might find circumstances in which you have not lived up to your own organization's expectations in terms of your reactions or behaviors under a given set of circumstances. Then you might ask yourself whether there are other people in the organization who are being hypocritical? If you know and understand what makes most of your subordinates tick, you might be able to identify individuals who are practicing it on you. The real question that remains then is what are you going to do about it in either case?

From the perspective of being a hypocrite yourself, one of the best strategies is simply to hold up a mirror to yourself everyday and ask whether you are living your dream or making somebody else's life a nightmare. The only way to reduce hypocrisy internally is to face it. Ask yourself if you are doing what you think you should be doing in concert with what you have agreed to do as an organizational leader. It is much more difficult to talk about your own behavior than it is to criticize the behavior of your subordinates.

It is important to establish accountability throughout your organization. When your people do not behave in a manner consistent with the value system that you have established, then it is time to have a face-to-face discussion. In some organizations, that might find its way into performance evaluations. In others, it might find its way into mentoring or role-modeling relationships. In any case, you owe it to the people whose support you want to let them know whether their behavior is consistent with what you expect.

You and your subordinates collectively create a culture of competency in the organization. Those organizations that have a strong sense of acceptance of their guidance documents usually do not need strong guidance in the remainder of their activity.

It is sort of like the old Superman credo: truth, justice and the American way. How can anyone hear that statement and see the behavior of Superman and not believe that his performance was predictable.

So, the next time you walk down the hall and glance at your mission statement, close your eyes and recite it. The next time you look at the value statements in your organization, ask yourself whether you are acting as if you truly believe in them. Those organizations that do so have an inner strength that cannot be denied. Those organizations that say one thing and do another are weakened by each inconsistency that occurs. Where would you prefer to work?

With more than 40 years in the fire service, Ronny J. Coleman has served as fire chief in Fullerton and San Clemente, Calif., and was the fire marshal of the state of California from 1992 to 1999. He is a certified fire chief and a master instructor in the California Fire Service Training and Education System. A Fellow of the Institution of Fire Engineers, he has an associate's degree in fire science, a bachelor's degree in political science and a master's degree in vocational education.

Fire Chief. Reprinted by permission of Penton Media, Inc. Copyright 2007. All rights reserved.

Clean your finger before you point at my spots.
- Benjamin Franklin

Near Miss Report

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Even Overhaul Isn't Safe

www.firefighternearmiss.com

"Expect the unexpected." This phrase is repeated countless times in a variety of different environments to remind people to keep their situational awareness (SA) high. Despite the warning, we continue to fall victim to situations where one of the SA loss factors catches us off guard. As a result, a seemingly innocent event collects extra respirations and heartbeats as we find ourselves struggling to avoid injury.

"I was removing a burned up mattress and box spring from the second story window of a townhome fire. The mattress and box spring had burned completely through and all that was left was the metal framework of them. When I went to throw them out of the window, part of the metal frame hooked the loop of my air hose between the regulator on my face piece and the connection on the harness. When it caught the hose it pulled my face piece forward, breaking the seal on my face piece and pulling me out the window with the mattress and box spring. I leaned back and..."

We often enter a chaotic environment in the performance of our duties with the expectation that order will be restored. The actions we take on the scene are usually well planned and the outcome of the incident can be predicted, ending without consequence. For example, we respond to a grass fire use a hoseline to extinguish the fire - end of story.

However, sometimes things don't always work out as expected because the once chaotic environment could still have factors occurring that could impact your outcome. If our simple grass fire was ignited by an unseen downed power line, the incident quickly transforms from a mundane into life-threatening incident. Report 10-1146 <http://www.firefighternearmiss.com/googlemini2/h10-0001146.html> describes an occurrence where a similar predictable incident takes an unanticipated turn. Once you have read the entire account of 10-1146 and the related reports, consider the following:

1. What role do situational awareness and training play when "unexpected" events occur?
2. How can we use Crew Resource Management to reduce the number and mitigate unexpected situations?
3. How does equipment familiarization increase the odds of surviving an unexpected event?
4. Can you recall any unexpected events that you have been involved with during your career? How did you handle the situation?
5. Is it possible to anticipate and plan for the unexpected?

Submit a report to www.firefighternearmiss.com today, so everyone goes home tomorrow?

Note: The questions posed by the reviewers are designed to generate discussion and thought in the name of promoting firefighter safety. They are not intended to pass judgment on the actions and performance of individuals in the reports.

Help to Quit

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Health Insurance Smoking Cessation Benefit

OPM is pleased to announce that for the 2011 plan year all Federal Employees Health Benefits (FEHB) Program enrollees will have full access to treatments that are proven to help them quit smoking and using tobacco. Anyone covered under an FEHB Program health plan (including covered family members for those with a Self and Family enrollment) can take advantage of the benefit. Additional information about the tobacco cessation benefit is available at <http://www.opm.gov/insure/health/nosmoking/index.asp>.

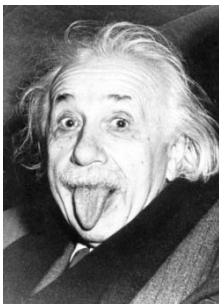
You must be enrolled in an FEHB plan to take advantage of the smoking cessation benefit. You may enroll in an FEHB health plan during the annual Open Season that runs from 8 November 2010 through 13 December 2010. If you are already enrolled in FEHB, you do not need to take any action to take advantage of the new tobacco cessation benefit for 2011.

If you have questions about health insurance you should call the Benefits Line at 888-320-2917 and select menu option #4 to speak with a Customer Service Representative (CSR). CSRs are available from 7:30 a.m. until 7:30 p.m., Eastern Time, Monday through Friday, except on federal holidays. The TTY number for the deaf and hard of hearing is 866-328-9889.

During Open Season the Benefits Line call volume is typically quite high. The highest call volume is between 10:00 a.m. and 7:30 p.m. Employees should hold on the line until a CSR is able to answer the call or place their call outside the peak call hours.



Life on the Road



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Albert Einstein

Albert Einstein, widely regarded as one of the most influential and best known scientists of all time, was once traveling from Princeton on a train when the conductor came down the aisle, punching the tickets of every passenger. When he came to Einstein, the famous physicist reached in his vest pocket. He couldn't find his ticket, so he reached in his trouser pockets. It wasn't there, so he looked in his briefcase but couldn't find it. Then he looked in the seat beside him. He still couldn't find it.

The conductor said, "Dr. Einstein, I know who you are. We all know who you are. I'm sure you bought a ticket. Don't worry about it."

Einstein nodded appreciatively. The conductor then continued down the aisle punching tickets. As he was ready to move to the next car, he turned around and saw the great physicist down on his hands and knees looking under his seat for his ticket.

The conductor rushed back and said, "Dr. Einstein, don't worry, I know who you are. No problem. You don't need a ticket. I'm sure you bought one."

Einstein looked at him and said, "Young man, I too know who I am. What I don't know is where I'm going."

Winter Fire Safety

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Put a Freeze on Winter Fires

Citing recent fires in Pennsylvania and Florida which claimed the lives of nine children and one adult and may have been caused by space heaters, the United States Fire Administration (USFA) and the National Fire Protection Association (NFPA) announced a jointly sponsored special initiative, "Put a Freeze on Winter Fires." USFA and NFPA want to remind everyone that fire safety and prevention are especially important in the coming months.

"These fires are a painful reminder of what we see every year – the temperatures drop and fires increase," said NFPA President Jim Shannon. According to NFPA statistics space heaters account for about one third of the home heating fires yet more than 80 percent of the home heating fire deaths.

The "Winter Residential Building Fires" report released by USFA in 2010, reports an estimated 108,400 winter residential building fires occur annually in the United States, resulting in an estimated average of 945 deaths, 3,825 injuries, and \$1.7 billion in property loss. Cooking is the leading cause of winter residential building fires at 36 percent followed by heating at 23 percent, and winter residential building fires occur mainly in the early evening hours, peaking from 5 p.m. to 8 p.m.

"The winter season brings the highest number of home fires than any other time of year," said USFA's Acting Fire Administrator Glenn Gaines. "Each winter season, home fires increase in part due to cooking and heating fires. In addition, winter storms can interrupt electrical service and cause people to turn to alternative heating sources which contribute to the increased risk of fire during the winter months."

USFA and NFPA have compiled a great deal of information about the various causes of fire during the winter months, winter storm fire safety, holiday fire safety and tips that will help reduce or prevent the incidence of fire in the home on their websites. This information can be found at www.usfa.dhs.gov/winter

Gaines emphasized, "Winter fires are preventable. Everyone should find out what they need to know to have a safe winter season. There are simple steps each of us can take to prevent a tragedy this winter. In many cases it is just the simple matter of checking for information available at most fire departments."



Never Volunteer



Ten-Mile March

One month into Marine Corps training, we were preparing for a ten-mile march in 100-degree weather when a jeep drove up with a large radio in the back.

"Who knows anything about radios?" our drill instructor asked.

Several hands went up, and anticipating a ride in the jeep, recruits began listing their credentials. Everything from a degree in communications to a part-time job in a repair shop was declared.

The DI listened to all the contenders, then pointed to the most qualified. "You," he barked. "Carry the radio."

Accreditation Tips

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Deferral: Failure or Opportunity?

Rick DeGroot, Deputy Chief/Accreditation Manager, Summit (NJ) Fire Department

I recently returned from a trip to Fire-Rescue International (FRI) to testify before the Commission on Fire Accreditation International on behalf of my fire department. We were seeking a deferral for our effort to achieve accredited agency status. Chief of Department Joseph Houck and I traveled to Chicago with the hope that following the delivery of our peer assessor report we would be granted additional time to complete our pursuit of accredited status. We both shared a deep concern that weaknesses in our Standards of Cover (SOC) document, specifically the validity of response time data due to lack of a computer-aided dispatch system, would disqualify us from completing the process.

Our peer assessor team leader worked with us to formulate a plan that included a strategy for obtaining and properly validating the available response data. We also were able, following the presentation of the peer assessor report to our local governing body, to obtain adequate funding to purchase a CAD system.

Armed with this strategy, we appeared in front of the commission and were successfully granted a one-year deferral. While many agencies might consider this outcome a failure and would be tempted to walk away from the process, I was very encouraged by the comments from several of the commission members. They complimented us on our commitment and resolve to continue the process and how our appearance in front of the commission spoke volumes about our agency.

We are now busy with upgrading our documents to the 8th Edition of the Fire & Emergency Service Self-Assessment Manual (FESSAM) and improving our SOC. We are also fast tracking the selection and implementation of a new CAD system to help us better validate our response data. We feel confident that given the additional time, we will complete the process and look forward to appearing in front of the commission next year.

While many accreditation managers might view deferral as a failure and would be discouraged from continuing the process, I view deferral as an opportunity. While I don't know if my agency will ultimately achieve accredited status, I do know that my department has benefitted greatly from the process. Too often, we are overwhelmed by the daily pressures of running our agencies; Budgets, administration, training, fire prevention, emergencies, and all of the other myriad responsibilities of running a modern response agency conspire to distract us from examining our department in an objective manner. Sometimes we need to step back and look at what we do, how well we do it, and ask the most important question: does it meet the needs of the community? Sometimes this introspective look can be both painful and enlightening.

Wisdom consists of the anticipation of consequences.

-Norman Cousins

Peer Assessors Needed

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2011 DoD Workshops

The Benefit of Becoming a CFAI Peer Assessor

Steven A. Locke, CFO, EFO, MIFireE, Fire Chief, Hartford Fire Department, (VT)

Just after being promoted in 2008 to the position of Fire Chief, I discovered that our documents for re-accreditation needed to be submitted within a few months. I had incorrectly assumed we had more time available so this immediately became our priority. Our department had undergone many changes since an initial accreditation four years earlier and we had failed to keep our documents up to date and to meet new accreditation requirements. In short, we had looked at accreditation as a project rather than a process.

A colleague and I enrolled in workshops offered by CFAI to better understand how to complete the self-assessment manual, standards of coverage, and strategic plan. Although we found this training to be extremely beneficial and it gave us the road map we needed to complete our documents, we still felt unprepared for our site visit. It did not take long to realize that the solution was to better understand the roles and functions of a peer assessor.

Through CFAI workshops, I completed the requirements necessary to serve as a peer assessor and was assigned to a team for the Novato Fire Protection District. The site visit gave me the opportunity to witness the accreditation process in its entirety and to understand what is truly expected of an agency.

The peer assessment process begins with a thorough review of an organization's documents. Through these documents, a peer assessor can gain valuable insight each component of the self-assessment manual. The peer assessor can easily see how a description, appraisal, and plan should be written and determine the references to be included.

Another benefit of being a peer assessor is the opportunity to review an organization's standard of cover. This document can be overwhelming, but just like many things in life, the more we are exposed to something, the better we understand it.

Finally I would submit the greatest benefit of being a peer assessor is working with other people who are passionate about accreditation and making the fire service a better place. I have never gone on a site visit during which I did not find a new idea to incorporate into my department.

Peer assessors are an extremely important part of the accreditation process and serving in this role will only help to make your own organization more prepared. Every accreditation manager should serve as an assessor prior to their own department's site visit; it is the best way to ensure success.



DoD Accreditation Workshop Locations Chosen

Location	Dates	Location	Dates
NAVSTA Newport, RI	8-10 March 2011	DSC Tracy Facility, CA	12-14 September 2011
Aviano AB, Italy	18-22 April 2011	Camp Butler, Okinawa	6-8 December 2011

Risk Management

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Could Everyone Go Home?

By Marc Revere



Henry Ford once said, “The farther you look back, the farther you can see ahead.” Understanding the history and culture of the American fire service can give leaders insight into what the future could look like. This is especially illuminating when it comes to mitigating the dangers associated with our profession.

Today, we average a line-of-duty death (LODD) every three days. The U.K. fire service averages one every three months, so our LODD rate is obviously not inherent to the profession. Rather, it has a direct correlation with our approach to risk. And that’s why we must ask ourselves, is our future going to be the same as the past—where a certain level of risk is accepted—or will we move forward with a qualified and quantified risk management approach?

A Look Back

Ceiling Collapses, Killing 2 Firefighters — Propane Tank Explodes, Killing 5 Firefighters — Firefighter Dies of Heart Attack

These headlines are all too familiar, so much so that if we’re not personally involved, we read them, but don’t feel the loss. Let me hold the mirror up for a moment: Don’t we have the tendency to chalk them up to “part of the job”? Do we accept the risk—or maybe, just maybe, take it for granted? Is it possible that over time, those headlines have become our tradition, so that we *expect* those outcomes? In fact, we *market this danger*—to our community, our staff, even to each other—we even use it to recruit. We negotiate our benefits because of it. In essence, we (you and I) allow it to continue by not taking the responsibility to stop it.

Where risk Management Comes in

If you believe that leadership is about taking people where they *need* to go, not necessarily where they *want* to go, then as leaders our role is to create an environment where highly aggressive, can-do firefighters can thrive, succeed and *survive* in high-risk operations. The best way to accomplish this: through a systemic risk-management approach.

The National Fallen Firefighter Foundation Firefighter Life Safety Initiative #3 states a need to focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical and planning responsibilities.

Risk management is the process of identifying risk, assessing it and taking steps to reduce it to an acceptable level. The ultimate goal is to protect the organization and its members while performing their mission. Everyone has a role to play in increasing firefighter safety, but chief officers and especially the fire chief are most responsible. Safe and effective emergency operations should be the chief’s primary focus.

Risk (Cont.)

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Some would say we are making advances in reducing LODDs, and in fact the latest NFPA report shows promise: 82 firefighters died in the line of duty in 2009, down from 105 in 2008. Fireground deaths dropped from 34 to 28. Still, that's 28 too many. The United Kingdom has lost 25 firefighters over the last 10 years.

The United States, according to the National Fire Academy/FEMA, has lost approximately 1,115 (not counting the 343 losses on 9/11). The difference in these two figures is staggering. (*Note: When United Kingdom heart-related deaths are included, the number rises by about 45 percent, but it's still significantly less than the United States*).

Risk that is unnecessary is not defensible.

Regardless of whether we're reducing fireground deaths, the fact remains that everyone is *not* going home. Although we may never eliminate all risks associated with our profession, effective risk management can play a part in continuing the downward trend.

3 Levels of risk Management

Anecdotally, root causes of fireground LODDs can include:

- A reduction of real fire experience being handed down as fire workloads decrease;
- A transition from live-fire training to more theoretical raining;
- A reduction in training;
- A reduction in emphasis or time applied to risk profiling and familiarization visits; and
- A lack of fireground discipline in the area of command and control.

Various research studies, such as those by NIOSH, further cite five common causes of fireground LODDs:

1. Lack of incident command from the first response;
2. Inadequate risk assessment;
3. Lack of accountability or SCBA air management;
4. Inadequate communication; and
5. Inadequate or ineffective standard operating procedures.

If you were to evaluate your own department in these five areas, what would your report card look like? If you're inadequate or nonexistent in any one area, you're setting your agency up for a higher level of risk.

Remember: Risk management on the fireground generally involves reviewing the operations of the organization, identifying potential threats and then taking appropriate actions to address the most likely threats. But risk management isn't limited to fireground operations.

Risk (Cont.)

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A successful organizational risk-management program will rely on:

- Senior management's commitment;
- The full support and participation of the organization, which must have the expertise to apply the risk-assessment methodology to a specific risk, and provide cost-effective safeguards that meet the needs of the organization;
- The awareness and cooperation of members, who must follow procedures and comply with safeguards; and
- An ongoing evaluation and assessment of the related mission risks.

Finally, no approach to risk management is complete without considering the individual.

The acronym STAR—Stop, Think, Act and Review—is a very basic yet effective tool that helps an individual focus their attention on the task at hand and review the intended action and expected responses.

Predict the Future

Just as we need to understand the incident command system, tactics and strategies, fire service leaders must thoroughly understand the risks affecting their personnel, how such risks contribute to injuries and deaths and how to eliminate those risks—and thus LODDs. Before you scoff at the idea that we can eliminate LODDs, ask yourself: Do we accept Henry Ford's assessment—the past is a predictor of our future—do we dispute or dismiss the U.K. statistics—or do we aggressively and assertively shape a new reality?

And if our people are our greatest asset, shouldn't we give them our best effort in an area that will have the biggest impact upon their safety?

Marc Revere is the fire chief of the Novato Fire Protection District, an Internationally Accredited Agency in Marin County, Calif. Chief Revere's 33-year fire service career includes more than 17 years as a chief and fire officer. He has completed executive education at the John F. Kennedy School of Government at Harvard University and holds a bachelor's degree in management from the University of Redlands. Chief Revere is a certified Chief Fire Officer and an Executive Fire Officer graduate (where he was a classmate of the editor) and serves as one of 12 members representing the Professional Development Committee for the IAFC.



Useless Knowledge



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What Song is This From?

Only 13 correct guesses that last month's lyric was from *Edge of the Earth* by 30 Seconds To Mars (out of 27 guesses).

This one is probably not fair but our readers from the Del-Mar-Va peninsula should recognize this Christmas song:

In a department store north of Houston. Sat a Santa Claus on Christmas eve.

Good luck to all!

To appreciate nonsense requires a serious interest in life.
-Gelett Burgess

On the Job - Hawaii

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Sports Humor



Hawaii Firefighter Recruit Academy Graduation

By Victor Flint, Battalion Chief, Navy Region Hawaii Federal Fire Department



On December 3, 2010, 32 recruits graduated from the Navy Region Hawaii Federal Fire Department's (FFD) Class of 2010 Firefighter Recruit Training Academy. They are Hawaii's newest certified Firefighter/EMT's and Paramedics.

FFD's Firefighter Recruit Training Academy runs 22 weeks and teaches the recruits the basic skills required to become Certified as Firefighter I/II, EMT-Basic, ARFF and HAZMAT Ops by the International Fire Service Accreditation Congress.

Over 350 were in attendance at the graduation ceremony, which was held the Manoa Grand Ballroom of the Japanese Cultural Center.

Of the 32 graduates, 18 are firefighter/EMT's, 11 are firefighter/Paramedics and 3 are firefighter/EMT's for the US Army Garrison, Fire & Emergency Services.

All of the graduating firefighters have been given their station assignments and reported for duty on 7 December 2010.



Lost Cell Phone

After a basketball game, the coach found a cell phone on the gym floor.

He picked it up and handed it to one of the referees, saying "Here's your phone."

"What makes you think it's mine?" the referee asked.

"Easy," the coach replied. "It says you missed 13 calls."

ESAMS Corner

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ESAMS Corner

By Clarence Settle, ESAMS Fire Technical Support

November 2010 Statistics

Operations

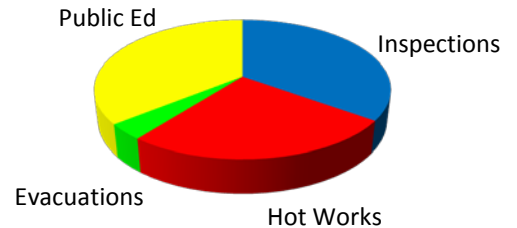
Total Incidents – 5,778

- Fires – 141
- Rescue & EMS – 1,646
- Hazardous – 1,851
- Service Call – 551
- Good Intent – 420
- False Alarm – 1,132



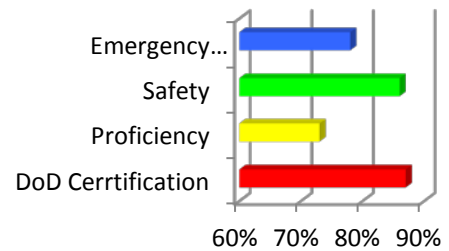
Prevention

- Fire Inspections Completed – 3,661
- Hot Work Permits Issued – 2,668
- Building Evacuation Drills – 381
- Public Education Contacts – 3,748



Training

- DoD Certification – 87%
- Proficiency, Skills, & Practice – 73%
- Safety Training – 86%
- Emergency Management - 78%



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F&ES On Duty Mishaps Report

Mishaps Reported - 28
Total Lost Work Days – 167 YTD

New F&ES duty/tasks are available in ESAMS and can be assigned to F&ES personnel. When searching for the new duty/tasks enter “F&ES” in the “TITLE (contains)” box, click SEARCH and this will bring them all up to be assigned.



16 Firefighter Life Safety Initiatives

1. Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility.
2. Enhance the personal and organizational accountability for health and safety throughout the fire service.
3. Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.
4. All firefighters must be empowered to stop unsafe practices.
5. Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.
6. Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.
7. Create a national research agenda and data collection system that relates to the initiatives.
8. Utilize available technology wherever it can produce higher levels of health and safety
9. Thoroughly investigate all firefighter fatalities, injuries, and near misses.
10. Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.
11. National standards for emergency response policies and procedures should be developed and championed.
12. National protocols for response to violent incidents should be developed and championed.
13. Firefighters and their families must have access to counseling and psychological support.
14. Public education must receive more resources and be championed as a critical fire and life safety program.
15. Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.
16. Safety must be a primary consideration in the design of apparatus and equipment

Navy F&ES POCs

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News Distribution

To receive this newsletter automatically, e-mail ricky.brockman@navy.mil to be added to the *What's Happening* distribution list.

Job Links

Interested in becoming a DoD firefighter? Follow these links;

OPM: <http://www.usajobs.opm.gov>
Army: <http://www.cpol.army.mil>
Navy: <http://www.donhr.navy.mil>
Marines: <http://www.usmc.mil/>
Air Force: <https://ww2.afpc.randolph.af.mil/resweb/>



Merry Christmas

