



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America



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Better to be a Leader than a Luddite

By Ronny J. Coleman

You might find this hard to believe, but not everybody is enamored with technology. Granted, we are surrounded by it in our modern culture, but at one point in time technology was considered more of a threat than an asset. A classic example involves the Luddites of England. They were a group of textile workers who were confronted with a new technology that they considered to be a threat to their industry. Their response was to destroy the machines in hopes that the technology would go away. Maybe this is an over simplification of the story, but essentially the word Luddite has become associated with people who just can't seem to get with the program regarding new technology.

This phenomenon recently surfaced at a conference I attended during which a new technology was discussed. Concern was expressed that many individuals are rejecting some technologies because of fear that they will make the fire service too efficient and too productive, which in turn would lead to an eventual reduction of personnel.

That is a misguided fear because the simplest of truths is that technology always marches on, regardless of whether individual members of society — or a sector within, such as the fire service — care to join. The real question then isn't whether the fire service should embrace technology, but rather what role should its leadership play in choosing technologies that can be used to solve our nation's fire problem.

Leaders have to make choices about technology. The better informed that fire-service leaders are, the more likely they will choose technologies that are of value to the fire service. The first criterion is that it must work, and it must work well. When it comes to firefighting equipment, reliability and consistency cannot be overvalued.

Fire-service leaders also must pay attention to what is going on outside of their worlds. Many of the most innovative products that have been brought into the fire service over the last couple of decades were born in some other arena and then adapted for firefighting. One of the earliest examples concerns the use of hydraulic rescue tools. I can recall when we did not possess the sophisticated tools that we have today. We were forced to tear apart cars with jacks and hand-operated hydraulic tools. It was laborious, ineffective and in many cases unsafe. However, by adapting a hydraulic mechanism that originally was designed to control the wing flaps on jets, the fire service has made rescue the finely tuned science that it is today.

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And I don't know of any rescue squad that reduced staff because of this technology.

Deciding what to do about technology does not rest solely with the fire chief. Rather, it is a function of almost every rank in the fire service. Professional curiosity, the ability to adapt, and the recognition of societal trends and patterns are not the purview of any particular person.

There may be those who want to make sure that a technology conveniently gets broken as early on as possible so that an excuse can be made that this tactic simply will not work. If history has taught us anything, it should have given us the idea that it simply will not work. Any technology that possesses desirable traits will overcome resistance to change. It is just a question of who ends up being affected by it the most.

The Luddites of England initially took a great deal of pride in their effort to destroy the weaving mills. However, scholars later determined that once the weavers learned how to operate the machines they once feared, their industry and the world saw an economic contribution of unsurpassed value. There is an important lesson in that.

Recently, I observed a television advertisement that showed an individual bragging about a new piece of technology he possessed. He quickly developed a shocked look as a billboard went up right outside his office that announcing an even newer technology that had rendered his obsolete. While there is humor in that message, there is practicality to it also. The advancement of technology can't be stopped. And leaders advance — Luddites don't.

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. Fire Chief. Reprinted by permission of Penton Media, Inc. Copyright 2012. All rights reserved

Combs Cartoon



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Stubborn Attitude



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Last Alarms

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TCOoO Update



Takayuki Fujitake



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Last Alarms

The USFA reported 34 deaths to date in 2012. The following line of duty deaths were reported since we published our last issue:

David Wintz ♥

Age: 65
Bristol, PA

William Danes ♥

Age: 69
Bryan, TX

2012 Totals

♥ 21 (61%) 🚗 8 (23%)

♥ Indicates cardiac related death

🚗 Indicates vehicle accident related

Taking Care of Our Own

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

There are currently 15 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.Ponvelle@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
Stephen Dock,	Altus AFB, OK	nils.brobjorg@altus.af.mil

Navy Firefighter Answers Last Alarm

By Russell Tarver, Regional Fire Chief, Navy Region Japan



A notable member of the CNRJ F&ES family passed away on 7 May 2012. Crew Chief Takayuki Fujitake was a calm leader and mentor to many firefighters. His attention to detail and willingness to share positive experiences made him a role model amongst our firefighters. Mr Fujitake was an outstanding communicator who stressed the importance of safety and took pride in ensuring his crew members were well trained. During off duty time, Mr Fujitake enjoyed traveling throughout the Pacific with his wife and touring

the countryside on motorcycle with fellow firefighters. Crew Chief Takayuki Fujitake will be "Missed But Never Forgotten".

Pay & Benefits

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Feds Would Pay More for Pensions

By Kellie Lunney

The House Budget Committee approved a measure on a party-line vote that would increase the amount government employees contribute to their pensions.

The legislation, shepherded by Budget Committee Chairman Paul Ryan, R-WI, incorporates measures approved by the House Oversight and Government Reform Committee in late April requiring current federal employees to pay 5% more toward their retirement over the next five years, beginning in 2013. Members of Congress would have to contribute an additional 8.5% to their defined benefit plan during the same time period. Employees hired after 2012 would begin contributing the additional 5% immediately.

In addition, the bill eliminates a current provision in the law that supplements the benefits of feds not subject to mandatory retirement who are covered under the Federal Employees Retirement System and retire before age 62, or the age at which their Social Security benefits can kick in. It would apply to those employees hired after Dec. 31, 2012.

One bright spot for federal employees was a provision in the bill allowing retiring federal and U.S. Postal Service employees to deposit lump sums from their unused annual leave into their Thrift Savings Plan accounts to boost their savings.

The legislation, known as the 2012 Sequester Replacement Reconciliation Act, includes \$261 billion in spending cuts during the next decade identified by six authorizing committees, including the House Oversight and Government Reform Committee. In late April, the oversight panel approved the changes to federal pensions -- which would yield \$83 billion in savings -- and sent the measure to the Budget Committee to incorporate into the reconciliation package. At the time, Rep. Gerry Connolly, D-VA, called the bill "odious" to the federal workforce.

The Congressional Budget Office scored the bill and concluded it would save \$328 billion over the next decade -- \$67 billion more than the target the Budget Committee requested.

The spending cuts in the reconciliation legislation are intended to relieve the Defense Department from significant budget cuts resulting from sequestration, which takes effect starting in 2013. Defense is on the hook for \$600 billion in automatic spending cuts under the 2011 Budget Control Act, which calls for \$1.2 trillion in reductions governmentwide during the next decade.

The Budget Committee also approved the 2012 Sequester Replacement Act, which eliminates the legislative language in the 2011 Budget Control Act mandating the automatic defense spending cuts in 2013. Both bills will head to the Rules Committee, which will combine them into one package that the House plans to vote.

The changes to federal employees' retirement benefits in the reconciliation package are necessary to reduce the deficit and put the government's defined benefit plan more in line with private sector retirement benefits, Republicans argued.

Pay (Cont.)

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“Look, we all believe in a strong federal workforce,” Ryan said in his opening statement. “But workers in the private sector are being asked to share more equitably in the cost of their retirement benefits, and federal workers need to do the same.”

House Budget Committee Ranking Member Chris Van Hollen, D-MD, released a report last week criticizing the Republicans’ approach to spending cuts in lieu of sequestration. “This unbalanced approach to deficit reduction -- focused only on cutting investments rather than also closing tax loopholes -- is the wrong choice for America,” the report said.

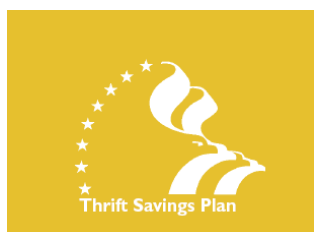
Federal employee advocates were not happy with the reconciliation bill the Budget Committee advanced. “This House reconciliation package essentially doubles down on the federal employee pension contributions proposed in the last two Ryan budgets, without any corresponding benefit,” said Matt Biggs, legislative and political director of the International Federation of Professional and Technical Engineers. “The real impact of this is a 5% pay cut for federal employees, or, as IFPTE likes to view it, a tax specifically targeted at federal employees.”

Colleen Kelley, president of the National Treasury Employees Union, said the reconciliation package would have an adverse impact on the government workforce in the long run.

“Ultimately, this would undercut the ability to recruit and retain the talented people that the federal government needs,” she said in a statement.

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TSP as 401k Okayed



TSP Roth Option is Official

By Amanda Palleschi

Federal employees are eligible to enroll in the Thrift Savings Plan’s Roth 401(k) offering, marking the first time a Roth-style investment option has been available to them.

TSP’s Roth offering allows participants to invest money that already has been taxed so it cannot be taxed again upon withdrawal. The option will be similar to those in the private sector, but unlike a traditional Roth IRA, there will be no income limits.

It will be available to civilian and Defense Department employees and service members this summer or early fall, and TSP has said military service members are among those most likely to benefit from the Roth option.

For young service members who might receive an annual allowance of \$20,000 to \$25,000, the Roth option would ensure they are taxed on those earnings rather than their presumably higher income when they reach retirement age.

The Army, Navy and Air Force will offer the Roth option to service members by October.

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Back in the Day

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Sanford Fire Apparatus

By Tom W. Shand



During World War II all manufacturing efforts, including the production of fire apparatus, were diverted to support the troops with needed supplies and vehicles. Guidelines issued by the Office of Production Management requested that fire apparatus builders refrain from building quints, service ladder trucks, squad and salvage units for domestic use. Any pumper built could not be larger than 500 gpm and the use of chrome, aluminum, cadmium and tin for external components was prohibited.

Many smaller builders, including Sanford Fire Apparatus of Syracuse, New York, produced a number of vehicles to support the war effort between 1941 and 1945. During this period Sanford built over 300 trailer pump units for use by the U.S. Corps of Engineers. These 500 gpm Hale pump trailers were pressed into service in many communities for use by Civil Defense agencies.

The most impressive wartime deliveries produced by Sanford were ten 750 gpm pumpers built on custom chassis for the U.S. Navy. These pumpers were Sanford model N-75 built on a 175 inch wheelbase and powered by a Continental 22R gasoline engine. While somewhat stark in appearance compared to Sanford's earlier deliveries these vehicles were equipped with Hale 750 gpm two stage fire pumps and 200 gallon water tanks. The open cab area with little protection from the elements was the standard design with appliances and tools mounted along the running board area. Sanford would build their own bodies and custom front ends using chassis constructed by the Stewart Motor Truck Company in Buffalo, New York.

The original delivery destinations for these pumpers included the Naval Bases in Portsmouth, Rhode Island and Cape May, New Jersey, Naval Hospital in Astoria, Oregon and Amphibious Training Base in Morro Bay, California. Three pumpers each were assigned to the Naval Supply Depot in Scotia, New York and the Overseas Freight Terminal in San Francisco. These pumpers were delivered between 1942 and 1945 along with many other commercial apparatus build for the U.S. Army and Coast Guard.

Sanford (Cont.)

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Tom Shand

During 1945, with the war winding down, the U.S. Navy cancelled the orders for any remaining pumpers, leaving Sanford with one partially completed apparatus. This vehicle was put aside and the following year was purchased by Stockport, New York who paid Sanford to complete the apparatus with a few modifications to meet their needs. Due to the high cost of producing custom chassis apparatus after the war, Sanford returned to building units for municipal departments using commercial chassis. Sanford would not build another custom chassis fire truck until the mid 1960's when they began to use Duplex chassis for pumpers and aerial ladder trucks.

Years later several of these U.S. Navy pumpers found their way to the island of Hawaii where the county Fire Department operated them as front line units. The pumpers were outfitted with tarps to protect the hose bed and equipment from frequent rain storms but otherwise were left in their original condition.

Sanford Fire Apparatus which started in 1912 as a successor to the Sanford-Herbert Motor Truck Company continued to produce small quantities of fire apparatus each year until 1990 when they ceased operations.

Photo by Shaun P. Ryan



Navy F&ES Vehicles



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Newest Navy ARFF and HazMat Vehicles



Responder Safety *Responder Safety Learning Network Goes Live*

www.respondersafety.com

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ResponderSafety.Com from the Emergency Responder Safety Institute (ERSI) is now releasing free training modules on The Responder Safety Learning Network. The network is accessible directly from www.respondersafety.com and it will soon be mobile ready for tablets and smartphones. The addition of The Responder Safety Learning Network to the established ResponderSafety.com has created the single largest online hub for roadway emergency responder training and resources.

The Responder Safety Learning Network, created with a Fire Prevention & Safety Grant from the United States Fire Administration (USFA), is a model of interagency cooperation and public-private partnership to provide vital, expert-vetted safety education that will save responder and civilian lives. Stephen P. Austin, project manager, notes, "This Network is the culmination of over 13 years of hard work by ERSI to educate highway incident responders about the dangers of working in moving traffic and the negative impact traffic congestion has on secondary accident frequency, commerce, and the American way of life." The Network has garnered enthusiastic support from valued partners, including the USFA, Department of Justice, and the Federal Highway Administration. The National Fallen Firefighters Foundation and the International Association of Fire Chiefs' Near Miss Program have also provided extensive assistance.



Once registered, users can access free modules with video, interactive knowledge checks, user progress tracking, and completion certificates for those in pursuit of professional development goals. "This outstanding, no cost program, will provide firefighters, officers, chiefs, and other responders with the training tools necessary for our own survival while operating on roadways and highways" says Deputy Fire Chief Billy Goldfeder, EFO.

The Network's learning modules are developed and vetted by interdisciplinary groups of experts from all roadway responder groups — fire, police, EMS, DOT, and towing and recovery — at the federal, state, local, private sector, nonprofit, and association levels. The development of the Network is the National Unified Goal in action: creating and delivering, often for the first time, training that takes into account the perspectives, needs, and procedures of all responder groups.

Even prior to the launch, the response to the Network has been overwhelming. Federal agencies, NGOs, professional associations, state agencies, local fire departments, and private companies have all reached out to offer content expertise, financial assistance, networking, and publicity contacts. The Network has already been embraced by multiple states as a way to support their own training needs. The Fire Department Safety Officer's Association will grant CEUs earned by completing the modules toward Pro Board accredited safety officer's programs.

"It is terrific news to know that funding was provided in part by the FEMA Fire Grant Program. I will continue to do whatever I can in Washington to support the men and women who keep our communities safe." said Senator Chris Coons (D-DE), ESRI Honorary Chairman.

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Resume' Tips

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Chief Ernst Piercy

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So You're Looking For Work?

By Ernst Piercy, Fire Chief, U.S. Air Force Academy

I recently received a list of candidates for a firefighter vacancy within my organization. The list was as long as it was varied, and my staff and I began the arduous task of reviewing the resumes. Once again I was in shock and awe at the apparent lack of preparation for the job hunt. I have based this article only on the 50 resumes received for this singular vacancy. The additional examples that I have seen could fill a book. So...if you are looking for a new job or a promotion, read on. If you're happy with your current position, skip this article...unless you want to be amazed.

Alright, let's start with the things you should always do:

- Spell Check...no seriously. Take advantage of this great feature in any Word program. Are you creating a document for USA Jobs (or other job hunting system), and it doesn't have spell check? No problem—create your document in Word, review it (look for the little red squiggly lines), then use copy and paste to move the document into the program. Think copy and paste is disabled in the program? Wrong...after you select/copy the document in Word, use "Ctrl V" to paste it into the box.
- Have someone else review your resume. Just because it looks good to you, doesn't mean it make sense to anyone else. I actually had a married couple that applied, and one resume was fantastic, the other one was terrible...I can't believe these folks didn't review each other's resumes.
- Standardize your use of acronyms. Make sure you get them right every time, and that they are acronyms that are understood by others. In the federal government, we use a lot of TLAs (three letter acronyms), so I get it, but make sure others understand what you are trying to say as well. Another thing that looks goofy is this: Emt – as it is written, this is not an acronym, it's a word, not a word that I am familiar with, but it is written as a word. Now, write that as EMT, and it becomes Emergency Medical Technician. Remember, an acronym is written in all caps...that's how you know it's an acronym.
- Use correct titles. If you are describing your job, or the job of one of your supervisors, use the correct title. As an example, within the Air Force, there is no such thing as "Assistant Chief of Training". Not sure what I mean? Refer to Air Force Instruction 32-2001. Furthermore, if you're going to abbreviate the title, at least be consistent throughout your resume. Asst and Assist and A/C all in the same resume...sigh.
- Take the time to describe each of your jobs in an individual manner. If you had six jobs over the last 10 years, and all were all as a "Firefighter", I have to believe that each position was unique, especially if they were at different locations. For someone to write one description, then copy and paste it five times...is just lazy and inaccurate. Don't forget to describe your current job in present tense...and all the rest in past tense. Oh, and one last thing, resist the urge to just copy and paste your job description...that only tells me what you are supposed to be doing, not what you have actually done.

Resumes' (Cont.)

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Now, here are some common mistakes that you should avoid at all costs:

- Don't write like you text. No really. If you are too tired to write out the entire word, close your computer and take a nap. Finish your resume later...it's OK.
- Don't list an inappropriate e-mail address on your resume. If you're unsure whether or not your address is inappropriate, then it definitely is. Create a new e-mail account for just work related stuff. Make it easy to remember like: first and last name@whatever.com. Don't share this address with your friends.
- Don't use all Caps...yes, you have heard this before, so it seems trite to list it here, right? Wrong – I am still getting resumes in all Caps. Stop yelling at me!
- Don't alternate between all caps and regular syntax (ESPECIALLY in the SAME SENTENCE). I can't begin to describe this resume, but this applicant thought about 35% of the words in their resume were important, and used all Caps for just those words. I became ill trying to read it....so I stopped.
- Don't misspell the name of the organization that you currently work for. Not sure what I can add to this to make my point clear – you would think this one is pretty easy (but it's not for some folks).
- Don't put jokes in your resume. I can't fathom why someone would do this, but I read one in a resume this week.
- Don't embellish anything....especially your certifications. If you list a certification, and we check it (and I do every time), you better have it. A verbal response of "Oh, I finished all requirements, I just don't have the actual certificate" is like saying, "No honey, I don't think you've gained any weight".

Speaking of certifications; don't attach blank certificates, or expired ones. If you used to be an EMT, great, but I don't need to see the certificate if it is expired.

Speaking of schools, don't make up the name. If you're not sure what the actual name is of a school you attended, double check on Google. I may have attended the same school. Here's a good example: "Air Force Fire Training Academy". There is no such thing.

Don't change the verb tense, especially in the same sentence. If you are making your point in present tense, don't suddenly change to past tense. I hate that – and it hurts my neck when I read it.

Don't use "contact me first" when you list a reference. It's an immediate red flag....and a blue one, and maybe a yellow one. If you have some baggage that a particular person may know about you...wait for it....don't list them as a reference. Look, we have all worked for/with someone that doesn't share our philosophies. That's ok, that's what makes this social experiment known as life so much fun. Just don't put them on your resume.

Remember, the purpose of the resume, is to get you to the interview stage – it's actually a form of a pre-interview. Please spend an appropriate amount of time preparing your resume before you submit it. I realize there are folks out there that are professional job applicants – you know the type - that apply for jobs just for the sake of applying, with no intentions of actually taking a new job?

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Resumes' (Cont.)

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On the Job - Gulfport



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Well, these folks don't need to worry about what their resume looks like...but for the rest of us, it's a critical part of the process that we need to take seriously. One last thing, if you want your resume to get better over time, practice re-writing it. How do you get better at playing a piano? Right.

In closing, if you are asked why you should be selected for this position, over the other 49 well-qualified applicants on the list, here is my top-5 list of non-acceptable answers:

- I have family in Colorado (not sure how this relates to your talents)
- I have always liked Colorado (or whichever state you are applying to)
- I have a lot of certifications (so do the other 49 applicants)
- I am the best person for the job (what does this mean??)
- I don't like my current job (or supervisor)...kind of self-explanatory

There are others, but these irk me the most. Good luck in the job hunt. I know it's not easy or fun to go through the process, but in the *risk* versus *reward* argument, it's certainly worth it!

XO Participates In Search and Rescue Exercise

By Mark Henson, Fire Chief, NCBC Gulfport



As part of a local fund raiser for the Navy Marine Corp Relief Society (NMCRS), the Naval Construction Battalion Center (NCBC) Gulfport Fire and Emergency Services "hired" the installation Executive Officer, Captain Stanley Wiles, to participate in a search and rescue exercise in a completely "smoked up" housing unit.

The XO, working as a part of the entry team with FF/Paramedic Carey Parker, entered the structure and performed a search for a victim. He utilized the thermal imaging camera along with standard search techniques. When the team encountered a locked door, the XO forced entry with a halligan tool, located the victim and affected the rescue.



Captain Wiles had stated that he would work for any group on base for a \$50/hour donation to the annual "Bee Wash" fundraiser for the NMCRS. The Fire Department raised \$73 to "hire" him for this exercise.

The local television station WLOX was on hand to capture this evolution, and aired footage and interviews with Captain Wiles, FF/Paramedic Carey Parker, and Fire Chief Mark Henson.

On the Job – NAS PAX

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NDW F&ES Getting Fit For Duty



Members of Naval District Washington Fire & Emergency Services (NDW F&ES) recently took steps to improve the wellness and fitness of the department. In all, eighteen members of the department came together at Naval Air Station Patuxent River (NAS PAX) for a five day academically and physically challenging course. Each member came with one mission in mind, improving firefighter safety through a well balance program, and coordinating overall firefighter wellness and fitness.

In partnership with IAFF Local F121, firefighters were enrolled in the IAFF/IAFC Fire Service Joint Labor Management Wellness/Fitness Initiative's, and concurrent enrollment in the IAFF/IAFC/ACE Peer Fitness Training Certification Program. The overall concept of the program is to improve firefighter health, wellness, fitness, safety and performance. Additionally, the program aims to improve the effectiveness of the firefighters and the fire department in meeting the needs of the community.

Each firefighter learned the various forms of personal training; weight lifting, health and diet management, and wellness sustainment, with the overall goal of meeting the qualification requirements to become certified (ACE) American Council on Exercise personal trainers, and IAFF Wellness/Fitness counselors. In-depth course work focused on weight lifting fundamentals, kinetic functions, human physiology, and nutrition.

NAS PAX firefighter Darryl Randall is a part time personal trainer and will be taking on role of the Regional WFI Coordinator. His previous experience will help make this program a success.



Randall at NDW / NAS Patuxent River Fire Station 2, (301) 342-3926.

“We have worked hard to bring this program in; [and it] will have far reaching positive outcomes not only to NAS PAX, but regionally throughout the districts. It will simply make us better prepared to meet the mission” Randall stated.

For more information on this program please contact Darryl

Wellness Tips

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Breaking Bad Habits: Why It's So Hard To Change

If you know something's bad for you, why can't you just stop? About 70 percent of smokers say they would like to quit. Drug and alcohol abusers struggle to give up addictions that hurt their bodies and tear apart families and friendships. And many of us have unhealthy excess weight that we could lose if only we would eat right and exercise more. So why don't we do it?

NIH-funded scientists have been searching for answers. They've studied what happens in our brains as habits form. They've found clues to why bad habits, once established, are so difficult to kick. And they're developing strategies to help us make the changes we'd like to make.

"Habits play an important role in our health," says Dr. Nora Volkow, director of NIH's National Institute on Drug Abuse. "Understanding the biology of how we develop routines that may be harmful to us, and how to break those routines and embrace new ones, could help us change our lifestyles and adopt healthier behaviors."

Habits can arise through repetition. They are a normal part of life, and are often helpful. "We wake up every morning, shower, comb our hair or brush our teeth without being aware of it," Volkow says. We can drive along familiar routes on mental auto-pilot without really thinking about the directions. "When behaviors become automatic, it gives us an advantage, because the brain does not have to use conscious thought to perform the activity," Volkow says. This frees up our brains to focus on different things.

Habits can also develop when good or enjoyable events trigger the brain's "reward" centers. This can set up potentially harmful routines, such as overeating, smoking, drug or alcohol abuse, gambling and even compulsive use of computers and social media.

"The general machinery by which we build both kinds of habits are the same, whether it's a habit for overeating or a habit for getting to work without really thinking about the details," says Dr. Russell Poldrack, a neurobiologist at the University of Texas at Austin. Both types of habits are based on the same types of brain mechanisms.

"But there's one important difference," Poldrack says. And this difference makes the pleasure-based habits so much harder to break. Enjoyable behaviors can prompt your brain to release a chemical called dopamine. "If you do something over and over, and dopamine is there when you're doing it, that strengthens the habit even more. When you're not doing those things, dopamine creates the craving to do it again," Poldrack says. "This explains why some people crave drugs, even if the drug no longer makes them feel particularly good once they take it."

In a sense, then, parts of our brains are working against us when we try to overcome bad habits. "These routines can become hardwired in our brains," Volkow says. And the brain's reward centers keep us craving the things we're trying so hard to resist.

Habits (Cont.)

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The good news is, humans are not simply creatures of habit. We have many more brain regions to help us do what's best for our health. "Humans are much better than any other animal at changing and orienting our behavior toward long-term goals, or long-term benefits," says Dr. Roy Baumeister, a psychologist at Florida State University. His studies on decision-making and willpower have led him to conclude that "self-control is like a muscle. Once you've exerted some self-control, like a muscle it gets tired."

After successfully resisting a temptation, Baumeister's research shows, willpower can be temporarily drained, which can make it harder to stand firm the next time around. In recent years, though, he's found evidence that regularly practicing different types of self-control – such as sitting up straight or keeping a food diary – can strengthen your resolve.

"We've found that you can improve your self-control by doing exercises over time," Baumeister says. "Any regular act of self-control will gradually exercise your 'muscle' and make you stronger." Volkow notes that there's no single effective way to break bad habits. "It's not one size fits all," she says.

One approach is to focus on becoming more aware of your unhealthy habits. Then develop strategies to counteract them. For example, habits can be linked in our minds to certain places and activities. You could develop a plan, say, to avoid walking down the hall where there's a candy machine. Resolve to avoid going places where you've usually smoked. Stay away from friends and situations linked to problem drinking or drug use.

Another way to kick bad habits is to actively replace unhealthy routines with new, healthy ones. Some people find they can replace a bad habit, even drug addiction, with another behavior, like exercising. "It doesn't work for everyone," Volkow says. "But certain groups of patients who have a history of serious addictions can engage in certain behaviors that are ritualistic and in a way compulsive – such as marathon running – and it helps them stay away from drugs. These alternative behaviors can counteract the urges to repeat a behavior to take a drug."

Another thing that makes habits especially hard to break is that replacing a first-learned habit with a new one doesn't erase the original behavior. Rather, both remain in your brain. But you can take steps to strengthen the new one and suppress the original one. In ongoing research, Poldrack and his colleagues are using brain imaging to study the differences between first-learned and later-learned behaviors. "We'd like to find a way to train people to improve their ability to maintain these behavioral changes," Poldrack says.

Some NIH-funded research is exploring whether certain medications can help to disrupt hard-wired automatic behaviors in the brain and make it easier to form new memories and behaviors. Other scientific teams are searching for genes that might allow some people to easily form and others to readily suppress habits.

Bad habits may be hard to change, but it can be done. Enlist the help of friends, co-workers and family for some extra support.

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EMS Corner

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Advancing Fire-Based EMS

John and Roy riding Los Angeles County Fire Department Squad 51 on the television show *Emergency* introduced many of us to the concept of fire-based EMS. When the show aired in the 1970s, cities such as Miami, Jacksonville, Columbus and Seattle, in addition to Los Angeles County, were already proving that the fire service was ideally equipped to deliver EMS with firefighter/paramedics.

It was quickly recognized and documented that rapid fire-department response could save lives and reduce disability.

Since that time, EMS has become an integral part of the services fire departments provide to the communities they serve. EMS fits well into our mission of saving lives.

In most cities and counties, fire department leadership has recognized that providing EMS is important to the survival of the fire department in its current form. It provides an avenue for showing value to the community, increasing the productivity of the personnel delivering fire and EMS services and in many cases, providing an additional revenue stream to support the agency's budget. Both the IAFC and the International Association of Fire Fighters have endorsed fire-based EMS and the NFPA has developed standards for EMS response.

In 2009, the IAFC reported that in 97% of the 200 most populated communities the fire service is delivering prehospital EMS, and in 90% of the 30 most populated U.S. cities and counties advanced life support response is provided by the fire service. Overall, 60% of the EMS delivered in the U.S. is provided by the fire service.

While 60% of EMS is provided by the fire service, it isn't delivered consistently. There is a variety of delivery models that provide basic life support, advanced life support or both. Some agencies transport, while others partner with a private or third service.

State and federal agencies have attempted to increase the consistency of the EMS delivery by standardizing the knowledge and skills of EMS providers and establishing rules and guidelines for agencies providing EMS response.

However, the ultimate responsibility to improve and advance fire-based EMS lies with us, the members of the fire service. As the providers of EMS service to our citizens, we're in the best position to enhance the current service we provide and continually seek ways to advance fire-based EMS.

As company officers, we have the primary responsibility for the quality of EMS provided by our crews and to encourage fire-department leadership to measure and benchmark the service provided. These measurements help to ensure the high quality of the current service and to identify opportunities to further improve and advance EMS in the community.

Two basic measures include response time and cardiac survival rate. However, many other measurements and benchmarks should also be considered, depending on the model and level of service provided.

EMS (Cont.)

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EMS Humor



Fire departments delivering EMS should also participate in the following activities:

- Periodic review of the EMS delivery model
- Participation in research and studies
- Development of data-driven care protocols or guidelines
- Assurance of high skill retention for EMS providers

Each of these is a topic in itself, and there are many resources available on these subjects on the internet, from the IAFC and IAFF and in the research literature.

The single most important factor that affects the delivery of EMS and so likely to have the greatest impact on advancing fire-based EMS is our own membership. I frequently hear members state that their department provides EMS, but the leadership doesn't support it. This is short sighted; company officers should encourage their leadership to embrace and support EMS whenever possible.

However, a more disturbing trend I've identified is the attitude I see developing in many of our newest members that "I'm here to fight fire, not take care of sick people."

I'm not sure where this ideology comes from, but I do know it's our responsibility as company officers to reset the attitudes and expectations of the crews we supervise. We must ensure that the highest quality of care is provided, that care is provided consistently and equally to all patients and that our crews maintain a high level of competency in their EMS skills.

I recently heard Randolph Mantooth (Johnny Gage on *Emergency*) speak in Baltimore. He spoke passionately about his respect for firefighters, the role we play as EMS providers and the unique opportunity we have to make a positive impact on people's lives, as some did for his own sister, by delivering emergency medical care when they're sick or injured.

As company officers, we should be reminded by Randy's words of the power we have to influence perspectives about EMS with simple actions inside our departments and in our communities. It's likely that these simple actions will have the greatest effect in advancing fire-based EMS in the future.

Craig Aman is a company officer and a paramedic for the Seattle Fire Department. He's a member of the EMS Section and has been a member of the IAFC since 2010.

First Aid

After an accident, a woman stepped forward and prepared to help the victim. She was asked to step aside by a man who announced, "Step back please! I've had a course in first aid and I'm trained in CPR."

The woman watched his procedures for a few moments, then tapped him on the shoulder.

"When you get to the part about calling a doctor," she said, "I'm already here!"

DoD Certification

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Certification Reciprocity Changes



In April 2012, the DoD Administration Center was made aware of a policy interpretation by the International Fire Service Accreditation Congress (IFSAC) regarding issuance of an IFSAC seal. The memorandum provided by IFSAC, allows an accredited entity to accept another accredited entity's certificates within their respective jurisdiction, however it expressly prohibits "flipping seals" - defined as "issuing IFSAC seals for non-IFSAC accredited certifications without the application of an IFSAC accredited testing process". In other words, the DoD Administration Center cannot issue a DoD certificate with an IFSAC seal based solely on submission of an accredited "Pro-Board" certificate.

As result of this change in policy, the DoD Fire & Emergency Services Working Group (F&ESWG) has approved a change in the rules governing reciprocity. Effective **1 July 2012**, all candidates presenting "Pro-Board" certificates for issuance of a DoD certificate under the DoD FFCS reciprocity process, must pass both the corresponding Certification Course Review Exercise (CCRE) in CerTest and the applicable Performance Test. Specific details in the procedures and policies surrounding this change will be further explained in the next revision to the *DoD Firefighter Certification System (FFCS) Procedural and Policy Guide*.

Effective 1 July 2012, all reciprocity packages with "ProBoard" certificates submitted to the DoD Administration Center must contain:

- A Test Summary from the corresponding CCRE from CerTest 5.4 indicating a passing score of 80% or better. Refer to Attachment 4 in *DoD FFCS Procedural and Policy Guide* for an example of the Test Summary.
- A Performance Test Record from the corresponding Performance Test Checklist. Performance Test Checklist are located at www.dodffcert.com in the Program News/Updates section. Refer to Attachment 9 in *DoD FFCS Procedural and Policy Guide* for an example of a Performance Test Record.

Procedures for administering CerTest and conducting Performance Test Evaluations must adhere to all established procedural and policy guidance as outlined in the *DoD FFCS Procedural and Policy Guide* located at www.dodffcert.com in the *Program News/Updates* section.

If you have any questions or concerns please contact John Smith at DSN 523-6221 or by email at john.smith-02@tyndall.af.mil.

New CFO in Japan

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Retirement Humor



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CNRJ Assistant Chief Receives International Honor



Commander Naval Region Japan Fire and Emergency Services, Assistant Fire Chief of Training Christopher Hubmer has received the Chief Fire Officer (CFO) designation from the Center for Public Safety Excellence, (CPSE).

Chief Hubmer is one of only 828 CFOs worldwide, 28 within the Department of Defense and 12 within the Department of Navy, to receive this recognition. The Commission on Professional Credentialing (CPC) voted unanimously on May 1, 2012 to award Chief Hubmer the CFO designation. The CPC

awards the Chief Fire Officer designation only after an individual successfully meets all of the organization's stringent criteria.

The Chief Fire Officer Designation Program is a voluntary program that recognizes fire officers who have demonstrated excellence and outstanding service throughout their career. The applicants must demonstrate excellence in components that include experience, education, professional development, professional contributions, affiliations, community involvement and technical competencies. In addition, all applicants are required to identify a future professional development plan. The designation is valid for three years and to maintain it, they have to show they have continued to develop in the areas of professional development, professional contributions and recognitions, maintained active memberships in professional organizations and continued their community involvement.

The CFO designation program uses a comprehensive peer review model to evaluate candidates seeking the credential. The CPC consists of individuals from academia, federal and local government and the fire and emergency medical services profession.

Chief Hubmer began his profession in 1998. Since then, he attained an associate degree in fire science, a bachelor degree in fire science as well as a master degree in leadership with an emphasis on disaster preparedness and fire executive leadership.

Last Mortgage Payment

Finally, our last mortgage payment came due. To make a ceremony of it, we went to the bank and paid in person.

Heading for the door, I suddenly remembered a rebate check I'd brought along to cash.

I went back to the same teller. "Sorry, we can't do that," she explained. "You don't have an account here."

EMS Week

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National EMS Week

Sunday May 20, 2012 marked the beginning of National EMS Week and presented an opportunity to honor the men and women who deliver pre-hospital 9-1-1 emergency medical care throughout the United States. This vital public safety service is provided primarily by cross-trained, multi-role emergency responders who are based in our nation's fire departments.

The fire service has a rich history of protecting the health and safety of our communities through an "all hazards" response model that includes the delivery of pre-hospital emergency medical care. Fire service-based EMS providers are located, trained, and equipped to provide virtually every community with timely pre-hospital 9-1-1 emergency medical response and patient care. Firefighter/EMTs and paramedics respond quickly, professionally, and compassionately in communities across the United States ...and they do it every day...24/7.

The Fire Service-Based EMS Advocates coalition recognizes the life-saving contributions and achievements, as well as the dedication and commitment of those who serve in Fire Service-Based EMS systems. National EMS Week is a time to pause and say "thank you" to the entire EMS Community, including firefighter/EMTs and paramedics ...our nation's 'all hazards' response professionals.

The Fire Service-Based EMS Advocates coalition, based in Washington, DC, provides Members of Congress, federal agencies, and many others with information they need to effectively support Fire Service-Based EMS systems throughout the nation. For more information about the Fire Service-Based EMS Advocates and how to join the coalition, visit www.fireserviceems.com.

Deployed Reservists



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Deployed Navy F&ES Naval Reserve Firefighters

<u>Name</u>	<u>Deployed to</u>	<u>Deployed on</u>
Naval Reserve F&ES Detachment Alpha, Fort Dix, NJ.		
CWO3 Angelo Bullock	Afghanistan	Feb-2012
ABHC Christian Bailey	Afghanistan	Feb-2012
Naval Reserve F&ES Detachment Bravo, North Island, CA		
ABF1 Alfredo Lara	Afghanistan	Feb-2012

IC Rules of Engagement

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Risk Assessment and Safe-Action Plan

By Gary Morris

Conduct an Initial Risk Assessment and Implement a Safe Action Plan

Objective: To cause the incident commander to develop a safe action plan by conducting a size-up, assess the occupant-survival profile and completing a risk assessment before firefighters are placed in high-risk positions on the fireground.

The incident action plan lays out where the incident commander intends to go. The foundation of a good action plan is the completion of the 360-degree size up and the occupant survival profile. The first priority of the action plan is to ensure firefighter safety. Ultimately, the action plan should select the correct strategy and build a command organization that covers all of the fireground's critical areas with adequate resources.

A number of critical factors must be assessed in developing an action plan:

- Building size
- Arrangement and access
- Fire location and extension
- Wind speed and direction
- Ventilation profile
- Savable lives and property
- Resources
- Adequate firefighter staffing
- Water supply

All seven sides of a structure must be evaluated: four sides, interior, top and bottom. Evaluating these factors allows an incident commander to forecast future conditions.

The risk assessment parallels the size up and determines what level of risk is acceptable based on conditions and resources available. Key elements to the risk assessment include applying the fire departments existing risk-management plan which guides the evaluation of the critical factors based on national and local past experience.

Once the risk and critical factors are considered, the appropriate strategy can be selected: offensive, marginal or defensive. The strategy determines the objectives and tasks to be assigned to crews to obtain incident stabilization.

Selecting an offensive strategy with defensive fire conditions puts firefighters at extreme risk.

A marginal strategy would be used only when fire conditions unexpectedly and rapidly deteriorate following initial offensive operations (caught by surprise) and its purpose is to allow firefighters to exit the building as soon as possible in a controlled fashion. It may also be used (very short term) when a savable life is confirmed (for example, if a victim is hanging out a window) where defensive conditions exist.

IC Rules (Cont.)

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Conditions will be deteriorating rapidly and the window of success will be very short and this operation must be very closely monitored by the incident commander. A marginal strategy should never be used for any other purpose. “Hail Mary’s” should be reserved for church and football games.

The development of an incident action plan begins with the initial incident commander—most often a company officer. This is generally a basic and limited plan based on limited intelligence collected within the time before a chief officer arrives on scene. The plan must have the correct strategy (offensive – defensive).

As a chief officer assumes command, that officer must confirm the correct strategy (or change it if needed) and continue the size-up process to refine and broaden the plan. The plan improves with the incident commander’s ability to collect progress reports and build an effective command organization.

As the fire progresses, fire conditions will either improve or worsen. If conditions deteriorate, the incident commander must be prepared to rapidly evacuate the building before firefighters are harmed.

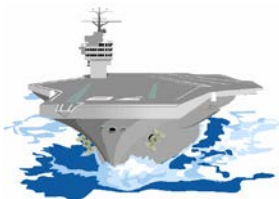
The incident commander must recognize that an action plan is fluid and changes with fire conditions and information. It’s important for the incident commander to maintain ongoing situational awareness and stay ahead of the fire. To accomplish this, the incident commander must obtain frequent progress reports from all points on the fireground.

Until the proper strategy is confirmed and a solid action plan is developed, the incident commander should be very cautious about assigning a crew to what may be considered a high-risk position.

Bottom line: If the incident commander doesn’t have a risk assessment or action plan, he or she is freelancing and firefighters are put at great risk.

Chief Gary Morris is a director at large on the [Safety, Health and Survival Section](#) board of directors and was the team lead for the Rules of Engagement project. He was formerly chief of the Rural Metro Fire Department in Scottsdale, Ariz.

CVN Humor



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Officer Shortcut

A Navy officer, serving on an aircraft carrier, was cutting through the crew's quarters of his ship one day and happened upon a sailor reading a magazine with his feet up on the small table in front of him.

"Sailor! Do you put your feet up on the furniture at home?" the officer demanded.

"No, sir, but we don't land airplanes on the roof at home either."

Situational Awareness

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Chief Rich Gasaway

Another False Alarm: A Tale of Complacency

By Rich Gasaway, PhD, EFO, CFO

Complacency is a big deal for first responders because it impacts your situational awareness on multiple levels. I would like to give every responder the benefit of the doubt that if or when they have found him or herself being complacent that it wasn't happening on purpose. In other words, I hope every responder desires to be diligent and alert. Yet, complacency still gets us. I recently had an up close and personal experience with this that I'd like to share.

If you follow my Twitter or Facebook updates you know this: I travel. A lot. I'm sort of living my own version of Planes, Trains and Automobiles (except I'm not sharing my bed with John Candy. Nuf said).

The popularity of the Mental Management of Emergencies and Fifty Ways to Kill a First Responder Program (as part of the "Get in the Loop" Tour) keeps me nomadic about 200 days of the year. Trust me, that's not a complaint. I absolutely love sharing my message with first responders. Even more, I love the feedback that the message is making a difference. For that, I thank you very much.

Recently on one of my trips I was startled awake at 2:53am by a fire alarm activation. The alarm only rang about 10 seconds. Knowing what I know about night clerks at hotels, I suspected the alarm had been prematurely silenced. My suspicion was confirmed when I went to the lobby and heard the clerk on the telephone telling someone the alarm panel is indicating the fire pump is running. I was the only patron of the hotel who came to the lobby.

Another False Alarm

As the building was sprinklered and there was no smoke in the lobby, I poured a cup of coffee to see how all of this was going to play out in part because I was curious and in part because I was angry that the clerk silenced the alarm without investigating the source.



Then, the fire department arrived. Three firefighters dismantled the engine and entered the lobby and my disappointment with the situation rose to an entirely new level. Every member of the crew had the flaps on their coats open, no helmets, no SCBA, no tools, no water can, no TIC (which, in all fairness they may not have had on that apparatus). They were no more prepared to fight a fire than I would have been if I came down to the lobby wearing Nomex boxer briefs.

And where were all the other guests? Surely I was not the only person who heard the alarm. But I was probably the only person in the hotel to have witnessed night clerks silencing alarms to avoid disrupting the slumbering guests.

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SA (Cont.)

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The Triple Whammy of Complacency

There were three examples of complacency witnessed in a span of ten minutes.

Complacent Act #1: The night clerk was complacent for silencing the alarm too quickly, assuming the activation to be “another false alarm.”

Complacent Act #2: The patrons of the hotel only heard an alarm that lasted ten seconds, leading them to assume the alarms were just “another false alarm.”

Complacent Act #3: The fire department responded to the alarm with their guard down. Way down. I could tell by their movement, demeanor, comments and attire. For them, this was “another false alarm.”

I didn't sleep well the rest during what was left of my night. As I lay there I imagined how the outcome of this seemingly benign event could have been tragically different if only a few circumstances were different.

A Culture of Complacency

Whose job is it to create and nurture a culture that prohibits complacency? Is the senior management, training officers, company officers or individual firefighters? I'd say it's everyone's job because no one is exempt from the potential consequences. It is evident to me that a complacent co-worker may be more dangerous than any broken piece of equipment on your apparatus. Equipment problems are easy to fix. Repair or replace. But when co-workers have complacent mindsets it can be much more challenging to repair or replace.

The Non-Complacent Fire Alarm Response

Contrast this to a similar experience I had during a visit to Asheville, North Carolina. During that visit there was also a fire alarm activation in my hotel during the night (This may seem like an odd stroke of bad luck, but keep in mind I spend hundreds of nights in a hotel room). My observations here, however, were VERY different.

These firefighters came off the truck with a “working fire” mindset. No complacency to be found here. It was all business. Full gear, SCBA, tools, water, flashlights & TIC. Just as it should be. Kudos to Asheville for setting a great example.

Coincidentally, the hotel clerk did not silence the alarm and the lobby was full of patrons. I suspect that has much to do with Asheville's Fire Marshals being proactive and educating the desk clerks on how to handle alarm activations.

Chief Gasaway's Advice

The problem with complacency is it can creep into how your department's members do things in a sneaky, almost unnoticeable away. That is, unnoticeable until some nerdy retired firefighter turned cognitive neuroresearcher happens to be hanging out in the lobby of your hotel when you have a fire alarm. He notices.

SA (Cont.)

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If your mindset leads to believe you're responding to 'just another fire alarm,' then your guard will be down. Not only can this cause you to be physically ill-prepared for the potential of the call, it can also cause you to be mentally ill-prepared for the potential dangers the call holds. Early in my career I was taught to prepare and respond to every call with the mindset that what I will find the worst-case scenario situation and then to get into the mental mindset to be ready for it.

Ironically, as I have so often talked about in my articles, the repetition of physical and mental preparation for the worst case scenario builds both cognitive and muscle memory. This means my mental and physical preparation for all events to be high-potential would become a habit – my automatic scripted, subconscious performance under stress. This would pay off for me, in spades, throughout my career and it will for you too.

Conversely, if the mindset becomes one of complacency. "It's just another fire alarm" triggers the mind and the body behaves accordingly. In this state of low arousal the senses neither capture nor comprehend clues and cues that can form situational awareness. Being 'on-guard' helps improve situational awareness.

COMPLACENT COWORKERS CAN BE THE MOST DANGEROUS HAZARD YOU FACE

During my research I interviewed a commander who responded to 'just another fire alarm' to a building they had been to numerous times in the past. His mindset was one of complacency. Arrive and reset. But this time, it was a fire. A significant fire. He described the impact vividly. For those with my *Fireground Command Decision Making* book, this incident is chronicled on pages 239-240.

This commander admitted having a very difficult time recovering from his complacent mindset and getting 'geared up' for the task he was facing. His crew was also complacent, just another fire alarm, mindset which compounded the problem.

Respond to every call for service as if it holds the potential to cause you great harm. Be vigilant in your capturing of clues and cues and understanding what they mean. No responder ever goes to a call thinking it's going to be their last. But many catastrophic outcomes result from complacent mindsets.

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Richard B. Gasaway is a scholar-practitioner on first responder safety. In addition to serving 30+ years as a public safety provider, he earned his Doctor of Philosophy degree while studying emergency incident situational awareness and decision making under stress. Dr. Gasaway is widely considered to be one of the nation's leading authorities on first responder situational awareness and decision making. His material has been featured and referenced in more than 350 books, book chapters, research projects, journal articles, podcasts, webinars and videos. His research and passion to improve first responder safety through improved situational awareness is unrivaled. Dr. Gasaway's safety programs have been presented to more than 23,600 public safety providers across North America, Europe and Asia.

DoD Awards

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Other Component Award Winners

We highlighted our Navy annual F&ES award winners last month. Here are the winners from the other service components as provided to us;

	Fire Prevention Program	Small Fire Department	Medium Fire Department	Large Fire Department
Marine Corps	MCLB Barstow	MCAS Iwakuni	Marine Wing Support Squadron 371 Yuma	Marine Corps Installations Pacific Japan
Air Force	RAF Mildenhall	Kunsan AB	Yokota B	Eglin AFB
DLA	DDS Susquehanna	DSC Richmond		
Coast Guard	CG Yard Baltimore	CG TRACEN Cape May		

	Civilian Firefighter	Civilian Fire Officer	Military Firefighter	Military Fire Officer
Marine Corps	Carlos Camarena MCB Camp Pendleton	David Edwards MCB Camp Pendleton	LCpl Daniel Dawson MCAS Cherry Point	GySgt Benjamin Clark MCAS Kaneohe Bay
Air Force	Jessie Fletcher Barksdale AFB	Clemete Marrero Vandenberg AFB	SrA Michael Howell Davis-Monthan AFB	TSgt Jeffery Rueben Grand Forks AFB
Coast Guard	Jeff Treney CGB Kodiak	Christopher Penno CGS Columbia River	DC3 Michael Fillipone CG TRACEN Cape May	DCC Dennis Amerson CG Yard Baltimore
DLA	Ricardo Capmos DDS San Joaquin	Mark Shreve DSC Richmond		

	Heroism	Fire Service Instructor
Marine Corps	MCB Camp Pendleton	SSgt Robert Styers DoD Fire Academy
Air Force	RAF Croughton	Gregory Russell JB Elmendorf-Richardson

Applause waits on success.

- Benjamin Franklin

Navy F&ES POCs

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Job Links

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

