



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America

November 2011

OMNI CEDO DOMUS

Vol 9 No 10

Email the Editor:

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From the Deputy Director

Next month I will begin my eighth year in a Headquarters position after 32 years as a firefighter and fire officer at the local level. I've learned an awful lot here inside the beltway and most of it is pretty useful stuff – no, really!

I can tell you the biggest difference between a local position and a headquarters position is the pace; we are constantly moving at 200 mph, even when we are off duty. The running joke around here is “when things slow down we’ll...” fill in the project.

I can honestly say, I have never been as frustrated, happy, resentful, grateful, cynical, or optimistic as I have been at HQ. The one thing I have NEVER been is bored. I am enjoying my life at HQ, warts and all. Also, I think we have made some pretty significant improvements in Navy Fire & Emergency Services over the past eight years even as we see our resources continue to dwindle.

Having said that, I want to share my thoughts on a particular pet peeve, and I have many. So let me get it out there and let the chips fall where they will.

Multi-tasking is horse hockey.

“There is time enough for everything in the course of the day if you do but one thing at once, but there is not time enough in the year if you will do two things at a time.”

Those words, written in the 1740's by the Earl of Chesterfield, are as irrefutably true today as they were 270 years ago. Used for decades to describe the parallel processing abilities of computers, multitasking is now shorthand for attempting to do as many things simultaneously as possible, as quickly as possible, preferably marshaling the power of as many technologies as possible.

Researchers at Vanderbilt University used MRI imaging to monitor brain functions in people engaged in more than one activity at a time. They found:

When humans attempt to perform two tasks at once, execution of the first task usually leads to postponement of the second one. This task delay is thought to result from a bottleneck occurring at a central, amodal stage of information processing that precludes two response selection or decision-making operations from being concurrently executed.... Our results suggest that a neural network of frontal lobe areas acts as a central bottleneck of information processing that severely limits our ability to multitask.

In other words, people suck at multitasking.

From the Director (Cont.)

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It's not so much that we don't multi-task well; it's that we think we do.

With time at a premium, hustling about trying to keep a dozen balls in the air while also keeping a dozen plates spinning seems like the only productive answer despite hard evidence that it is not. Ever hear about hands-free laws? Anti multi-tasking regulation.

There are any numbers of researched reasons that multi-tasking is counterproductive, here are a few;

1. It causes stress. No kidding. Study after study shows multi-taskers exhibit more stress hormones than the general public.
2. It represses creativity. The Harvard Business School found that "workers experiencing highly fragmented days with ongoing interruptions showed much lower levels of creative thinking."
3. It's addictive. Have you been in a meeting lately? Nobody can pay attention for more than 15 seconds anymore without checking their Crackberry or laptop. Multi-tasking is the new word for rude or disrespectful.
4. It makes us less productive. We simply are not made to do two meaningful things at once (*meaningful* counters the walking and gum chewing retort). What you get is half done work or worse. I have two words for you – Program Manual.

Hopefully this trend will soon fade and we will be able to give our full attention to a single project at a time. In other words, "when things slow down we'll..."

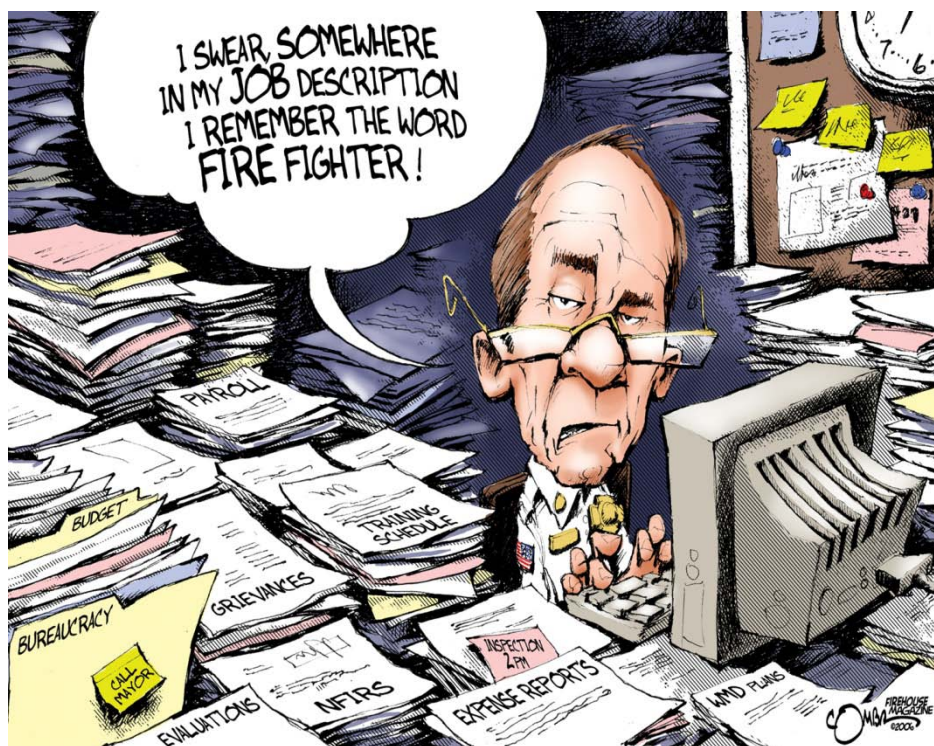
-Rick

Combs Cartoon



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Job Description



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Last Alarms

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TCOoO Update



Hal Bruno



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Last Alarms

The USFA reported 78 deaths in 2011. The following line of duty deaths were reported since we published our last issue:

Harold Gibson

Age: 53
Atlanta, GA

Horace Pendergrass ♥

Age: 49
Fairfax, VA

Edward Steffy ♥

Age: 71
Rothsville, PA

2011 Totals
♥ 55 (70%) ➡ 9 (11%)
♥ 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 eight DoD firefighters in the Taking Care of Own program.

Name	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
Leslie Gonzalez	USMC, 29 Palms, CA	Kerron.Moore@usmc.mil
Ernest Gilbert	Navy Region Northwest, WA	Carmen.Morris2@navy.mil
David Hamback	NAS JRB New Orleans, LA	Taffy.Ponville@navy.mil

Fire Service Legend Passes Away

The fire service has lost one of its finest champions in the passing of Hal Bruno, a firefighter for more than 60 years, a renowned columnist and most recently the chairman emeritus of the National Fallen Firefighters Foundation (NFFF). He died November 8, 2011 from complications from a fall he had taken. He was 83. The Chicago native had a 60-plus year career in journalism retiring in 1999 from ABC News where he was political director and host of the weekly talk show "Hal Bruno's Washington." He was a frequent television political panelist and covered every national election since 1960.

Bruno combined his love of journalism and his passion for the fire service by becoming one of the original contributing editors for Firehouse magazine since its founding in 1976, having published countless articles in print and on line with Firehouse.com reflecting on the state of the fire service and personal observations from more than half a century in the fire service. He drew upon his experiences as a director of the Chevy Chase, MD Fire Department and as chairman of the NFFF.

Safety, Health & Survival Section

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Engineer Humor



2012 "Think Safety" Calendar Available



The 2012 International Association of Fire Chiefs' Safety, Health and Survival Section's (SHS) [Think Safety monthly planner](#) is now available. This pocket-sized planner, published annually by the SHS, is full of valuable, actionable safety tips that apply to firefighters, paramedics/EMT's, company officers and chiefs.

Fire chiefs are responsible for keeping firefighter safety and survival at the forefront of the department, even in these challenging economic times. For less than the cost of a cup of coffee, a chief can put a planner into a firefighter's hands; it's an excellent vehicle to get critical safety information to your personnel without breaking the budget. These planners are also an excellent way for chiefs to thank members for their service throughout the year and to tell them that you want them to be safe because they matter to you.

The planner features monthly calendar grids with ample space to jot down reminders, tasks and personal appointments. Each month also features a specific safety topic to keep the important reminders about health and safety in front of responders on a day-to-day basis.

Planners can be ordered online at www.positivepromotions.com/itp10cf or by phone at 1-877-258-1225, ext. 4021 (Monday - Friday, 0800 - 1900 hours ET). Orders of 50 or more planners can receive up to five lines of custom personalization on the front cover including your department's logo. As department procurement needs may vary, orders may also be placed by mail, email and fax. For further information on alternative ordering methods, please email tmorgan@positivepromotions.com.

Proceeds support the work of the SHS, including program and resource development, interagency coordination and safety leadership opportunities. You depend on the SHS to be your firefighter/EMS safety leaders; together we can continue to make a difference.

Engineer Husband

A wife says to her engineer husband, "Could you please go to the store for me and buy a carton of milk. And if they have eggs, get six."

A short time later the husband comes back with six cartons of milk. The wife asks, "Why the heck did you buy six cartons of milk?"

"They had eggs."

On the Job - Florida

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Base Firefighters Learn the Ropes

By Kaylee LaRocque, NAS JAX Deputy PAO



Members of First Coast Navy Fire and Emergency Services at NAS Jacksonville have been participating in a 40-hour course to gain certification as “rescue 1” technicians. The training, conducted by Lt. Jesse Brown, an instructor and firefighter with the Jacksonville Fire and Rescue Department (JFRD), consists of basic rope techniques and procedures to extract victims from confined spaces or from high areas.

“We start off teaching them the basic rescue knots used to build a rescue system. Once they build the system, we use that as a foundation for the system and we can add to it if we have more victims,” Brown explained.

“They also learned how to rig improvised rescue harnesses using the half-back, hasty and diaper seat. Those are the devices we use to get a victim out of an area and then we’ll add in the haul system. This is what we use to pull the victim out of a hole or up or down a wall depending on the situation,” he continued.

After conducting training aboard the station to learn the basics, the firefighters spent several days at the JFRD Training Academy getting hands-on experience rigging systems and practicing rescues. The firefighters started the training session by climbing up two stories using the rope system they had built. From there, they progressed to rappelling down four stories to staging on the roof and rappelling 80 feet to the ground. The final scenario for the day was to rappel from the roof, while stopping at the fourth floor to pick up a ‘victim’ and lower them safely to the ground.

“Once they are acclimated to heights and get used to working off the ground, we keep adding steps to make it a little more difficult so they learn the systems,” said Brown, a 16-year veteran with JFRD. “At the end of the course, they will have to rescue ‘victims’ from a superstructure or a crane. This is what we call a low-frequency, high-risk environment. It’s not your everyday type of call – it’s something we may see once or twice in our career but you never know when that call may come in.”

The station firefighters go through numerous training classes to handle all types of emergency scenarios. “NAS JAX has many different environments and we have to be prepared to respond to any type of emergency. As the training officer, I’m always trying to find new training courses for our firefighters. We’re required to be rope rescue technicians, confined space technicians and hazardous material technicians. So what better way to get the training we need than to go to the experts,” stated First Coast Navy Fire and Emergency Services Assistant Chief of Training Anthony Hopper.

Jacksonville (Cont.)

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“Once we get our firefighters certified in the different areas, they will feel more confident about their job and we know we can rely on them when the call comes in,” Hopper added.

The firefighters continually train for proficiency to keep their skills intact and to learn new procedures. “The rope training is a ‘fleeting skill’ which means you use it and lose it very quickly if you don’t keep up on the training. So if you do get that call, and don’t keep up the skills, it makes it very difficult for the rescuer and the victim. It’s usually the most basic stuff that causes the most grief – like not tying a knot correctly. The system has a lot of built-in redundancy and we do a standardized system so everyone does it the same way,” said Brown.



According to Hopper, getting this training through JFRD is extremely beneficial to his team. “They are providing us with this training at no cost. We have a great partnership with them and the training Jesse provides us is – bar none – the best I’ve seen in technical expertise. We really appreciate him taking the time to help us,” he said.

“This training is really awesome. We have been rappelling off a building, learning how to pick-off people in rescue scenarios and learn rigging procedures. It’s a new experience for me and it’s great to be learning these new skills,” said Firefighter Garrett Wilhelm.

Healthy Snack



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Banana Milk Shake

This is a refreshing summer beverage that is quick to prepare. Also, keep this in mind for an after school snack when the kids go back to school. This recipe also works well in diabetic menus.

1/2 small banana	2 ice cubes (optional)
1/2 cup fat-free milk	1/4 teaspoon almond extract
Sweetener to taste (1 teaspoon sugar or the equivalent in artificial sweetener)	

Process the first four ingredients in a blender until smooth. Sweeten to taste.

Makes 1 serving.

Nutritional values per serving:

Calories: 115 (with artificial sweetener: 99)	Protein: 5 g
Total fat: 0 g	Dietary fiber: 1 g
Saturated fat: 0 g	Sodium: 52 mg
Carbohydrate: 24 g (with artificial sweetener: 20 g)	Cholesterol 2 mg
Sugars: 18 g (with artificial sweetener: 13 g)	

Ohana Visits NYC

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Firefighter/Paramedic Visits Ground Zero



Navy Region Hawaii Federal Fire Department Firefighter Paramedic Jason Hanagami had the privilege and honor to travel to New York City to participate in the Annual Stephen Siller Tunnel to Towers 5K run on September 25, 2011.

The Stephen Siller 5K run is named for a FDNY firefighter who was one of 343 FDNY responders who lost their lives on September 11, 2001.

The annual run traces Stephen's final

three mile journey from the Brooklyn Battery Tunnel to the World Trade Center. The Stephen Siller Foundation was created in his memory.

The Director of USA Cares personally met Jason at the airport. "I have never visited New York or New Jersey, therefore it was a memorable first time experience. The hospitality offered by USA Cares made the trip easy and enjoyable" said Jason.

When asked to reflect on his thoughts during the day of his run, Jason replied, "I started to think about the reason why I was doing this run. Imagining Stephen Siller's thoughts as he exited the tunnel and saw the twin towers made me forget the small pains I was going through", Jason continued, "The blisters that formed on the back of my ankles became a forgotten sore and the heat became tolerable. When Freedom Towers became visible I felt an overwhelming feeling of patriotism and pride mixed with feelings of sadness for all the lives lost on 9/11".

After 51 minutes of running and jogging with 30 pounds of gear, Jason reached ground zero and was immediately struck with a sense of sadness and confusion and was overwhelmed by the hustle and bustle of the city.

When asked to describe his most memorable moment during his visit, Jason stated "Many people came up to me and thanked me for the job I do. Someone even shouted at me Go Warrior! Participants even wanted to touch me for good luck! It made me feel especially proud of my chosen profession." Jason continues, "It was an experience I will never forget. It stirred up feelings that are underlying on an everyday basis. Feelings of patriotism, pride, and gratitude should not be taken for granted."

It is people like Jason Hanagami who inspire others to make every moment count. The Navy Region Hawaii Federal Fire Department is proud to have such an amazing firefighter/paramedic. He truly understands what it means to "Protect Those Who Defend America."

To find out more about Jason and his visit to New York please contact Fire Inspector Angela Sanders at (808) 471-3303x617 or angela.sanders1@navy.mil.

Pride of GTMO

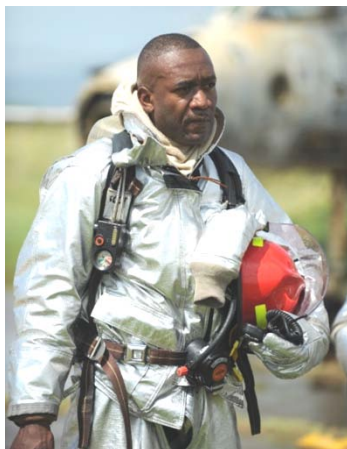
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GTMO Fire Captain - Phenomenal

By Eric Tucker, Fire Chief, NAVSTA Guantanamo Bay, Cuba



With any career, participation is a sliding scale. Some people perform to what is accepted and others to what's expected. Beyond this, very few find themselves participating so actively their performance can only be described as phenomenal.

While many within Naval Station Guantanamo's workforce provide exceptional service, only a select few measure up to the dedication Fire Captain Maurice Hinds displays. By no means is this to the detriment of anyone else – Hinds is simply that

exceptional.

Hinds' history of exemplary service doesn't start on Guantanamo Bay; it begins in his home country of Jamaica. Early on in his professional life, he found himself driven to serve people. And that's what he did, spending 10 years in the Jamaican military; first as an infantryman and later a medic. It's also what he still does, having recently celebrated 11 years of service in the Guantanamo Bay Fire Department. "The transition from soldier to fireman just made sense", says Hinds.

"For the most part, I was at a medical center and when I got here, part of being a firefighter, you also have to be an EMT," describes Hinds. "So, that part fit right in, and the remainder just fit like a glove." Hinds' background in emergency medical care might have made his transition into firefighting more convenient, but as soon as I met him, I could tell something more than skill makes up this man.

With a warm smile and genuine concern for his men, he demonstrates the kind of leader we should all aspire to be. Kind-hearted barely scratches the surface of the captain's demeanor. Watching him at work with his men paints a clear picture of their respect for him. They look to him for the superb leadership he is capable of providing. Whether inspecting equipment or conducting training, Hinds is a dedicated, hard worker.

His commitment to his men doesn't end with the workday. His off-duty time highlights another facet of what makes Hinds an extraordinary leader. While everyone else is winding down from work, Hinds is gearing up for one of his many other duties. Whether working part time at Air Sunshine as an office manager, heading the Firefighter's Association, or acting as a liaison between the Jamaican Employment Committee and Jamaica's Ministry of Labor, Hinds constantly seeks out new ways to help those around him. It may sound like a lot of extra work, but for Hinds, this is his fun. "I can't sit back and do nothing," he says. "I have been so blessed; I think I need to give back to the community."

Cuba (Cont.)

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Giving back is exactly what he does; he teaches CPR classes, plans the Firemen's Ball and takes on countless other tasks to ease the lives of his men. "I work with the greatest set of guys ever," Hinds boasts. "When I go home to be with my family, I'm still thinking about the guys that I leave back here. So the motivation is coming back and hanging out with the guys." The fire captain sees his job as his surrogate family, and he cares for his men just as he does his two daughters back home in Jamaica. Hinds spends only a small amount of his time with his family, on average, he sees them once every six weeks. While these visits provide some family time, he also uses them for work, setting up interviews and giving inspirational speeches to Jamaica's youth. While admitting being apart from his family is difficult, he also acknowledges that it's a necessary evil.

"When I got here, it was extremely difficult." Hinds concedes. "But over time, my wife and girls have grown to understand that Dad is doing something that he has to do."

"My motivation is love for my job." he says. "This is family, this is home, this is where it's at." Hinds may exceed the standards because he loves his job, but his efforts haven't gone unnoticed.

Firefighter Benjamin Lemard had nothing but accolades for his selfless mentor. "He's a good leader, working with him on a regular basis he helps me to motivate myself and build up my esteem level." commended Lemard. "He's a good worker, a good captain and I love working with him."

Hinds' superiors have also noticed his dedication to duty. Later this year, he will be submitted for a Department of Defense firefighter award. And if his men had anything to say about it, you can bet he will be receiving it. As it is, only time will tell, but one thing is certain: Fire Captain Hinds will continue to provide outstanding service to his men and our Guantanamo Bay community.

IAFC Benefit



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OpsNetlink



OpsNetlink is a dynamic new virtual community to help operations chiefs make informed decisions based on the experiences and

resources of ops chiefs around the world. OpsNetlink provides information and answers to questions ops chiefs have and to those questions they may not even know need to be asked. OpsNetlink facilitates the sharing of solutions to the daily challenges that ops chiefs encounter by allowing for easy online networking and discussions.

<http://www.iafc.org/opsnetlink>

Back in the Day

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Evolution of Aerials

By Tom W. Shand



Photo by Garry Kadzielawski

Prior to 1935 all aerial ladders built were constructed of wood with metal truss rods and were produced in 65, 75 and 85 foot models. These two section ladders were elevated by a spring raise mechanism that was developed by a former New York City fireman, Daniel Hayes back in 1868. Truck companies during this era operated with these spring raise aerials and were commonly equipped with up to 300 feet of heavy, wooden truss beam ground ladders. Heavy staffing was the order of the day with seven to eight personnel typically assigned to each ladder company.

Seagrave Fire Apparatus first introduced their hydraulically driven steel aerial device during 1935 with the initial delivery going to Lancaster, Ohio. Up until this time, some U.S. Naval fire departments were equipped with engines that carried additional ground ladders on overhead racks with several installations assigned city service ladder trucks. Among the first known hydraulically powered aerials acquired by the U. S. Navy were 1939 Maxim ladders that were operated by the Advanced Base Depot in Davisville, Rhode Island and the Naval Air Station in Miramar, California.

During 1945 Seagrave Fire Apparatus delivered two model 66E open cab 65 foot steel aerial ladders to the U. S. Navy. These units were assigned to the Naval Air Test Center in Patuxent River, Maryland and the Naval Station Treasure Island, California. As several previous deliveries from American LaFrance and Seagrave consisted of 75 and 85 foot length aerial ladders it is unclear why these locations were slated for the shorter 65 foot, three section ladders.

Seagrave called this style of apparatus a Service Ladder to differentiate them from the longer tractor drawn units. These units were built on 262 inch wheelbase with an overall length of 39 feet, 8 inches. Seagrave built their own V-12 engines which were rated at 268 horsepower and achieved only 2 to 3 miles per gallon due to the dual Zenith carburetors. Compared to today's four door cab apparatus the creature comforts on these units was limited to a windshield with inside and outside wipers. In later years large, west coast style mirrors were added, but otherwise the Treasure Island ladder truck remained in its original condition. This vehicle carried Seagrave serial number C-5760 and U.S. Navy property number 74-0019.

Back in the Day (Cont.)

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Fortunately, this ladder truck was been restored and is maintained by the Camp Pendleton Marine Corps Base Fire and Emergency Services.

Over the years Seagrave Fire Apparatus produced a number of units for both the U. S. Navy and Marine Corps. While some of the pumpers were built specifically to meet specification requirements, ladder trucks were acquired which looked a lot like their municipal counterparts. Over the years a combination of tractor drawn, midship and rear mount aerial ladders have been acquired to protect and serve the various Naval installations. In future articles we will feature some of the tractor drawn ladders that served Back in the Day.

COLA to Increase



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Federal Retirees Will See Boost in 2012 COLA

Federal retirees will receive up to a 3.6% cost-of-living adjustment increase in 2012 -- the first boost since 2008.

The Bureau of Labor Statistics on Wednesday released the Consumer Price Index figures for September, which are the final data point for determining the 2012 COLA. The CPI rose 3.9% between September 2010 and September 2011, largely due to an increase in gasoline and food prices. COLAs are determined based on the CPI-W, a formula that takes into account increases in the CPI for urban wage earners and clerical workers.

Federal retirees under the Civil Service Retirement System as well as Social Security recipients will receive the full 3.6% COLA increase. Those in the Federal Employees Retirement System will receive a 2.6% bump in 2012. If the full COLA increase is 3% or higher, as it is for 2012, FERS retirees receive 1% less than the full increase. If the increase is less than 2%, FERS retirees receive the same as CSRS retirees.

There hasn't been a COLA increase since 2008, when it rose 5.8%. This year's increase takes effect on 1 December, and will be reflected in retirees' first annuity payments in January 2012.

The salaries of federal employees are not affected by the COLA announcement.

"The 2012 COLA reflects higher costs for goods and services and is an important increase for federal retirees, who have not received a cost-of-living adjustment in either of the past two years, even as they face rising costs for the products and services they most use, including health care," National Treasury Employees Union President Colleen Kelley said in a statement.

The joint congressional committee on deficit reduction is considering switching to what's known as the "chained CPI" formula to determine COLAs for federal retirees and Social Security beneficiaries. It is viewed as a more accurate measure of how people substitute one item for another in the face of a price increase. The result would be lower COLAs over time.

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Firefighter DNA

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Dr. Burt Clark

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Fast, Close, Wet, Risk, Injury, Death

The Root Causes Of LODDs Have Not Changed Much in 275 Years

By Burton A. Clark

When I was a rookie fireman in 1970 at the Kentland Volunteer Fire Department (KVFD) Company 33, Prince George's County Fire Department, (PGFD) MD, an old timer (he was 35, I was 20) told me, "The next call you go on may be the biggest fire in your career, so you must be ready." At the time, the KVFD was responding to about 1,000 alarms per year and many were working fires. This advice was burned into me, literally and figuratively, at the affective, cognitive and psychomotor levels of learning. I was among the top 10 responders my first year as a firemen and I was injected with Ben Franklin's DNA for the next 40 years.

The 2011 safety stand down week theme was "Surviving the Fireground." When does fireground survival begin? The place to start insuring your survival on the fireground is at the fire station before the alarm. If there is no water in the engine's tank, or your self-contained breathing apparatus (SCBA) only has 1,000 psi, or your hood and gloves are missing from your bunker coat, or the battery in your portable radio is dead, the chances of you surviving the fireground are beginning to diminish.

When I read the National Institute for Occupational Safety and Health (NIOSH) line-of-duty-death (LODD) reports on fireground fatalities, I wonder what little change in the sequence of events could have avoided the error that lead to the tragedy? We have not invented any new way to injure or kill firefighters; Professor Frank Brannigan taught me that in 1974, and it is still true today.

If you do not put your seatbelt on before the apparatus begins to move, or if your driver fails to check that everyone is buckled in and your officer fails to enforce the seatbelt standard operating procedure (SOP) and your chief doesn't consider seatbelt use a priority, the chances of you and the crew getting injured or killed on the fireground go up because you are not ready for the biggest fire of your career or any fire for that matter.

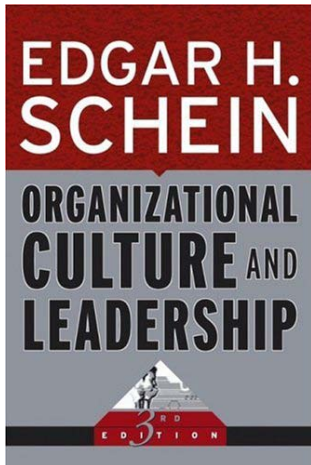
It seems as if you, your team and your fire department have decided that SOPs, safety equipment, duty and accountability do not apply to you. Everyone in your department can pick and choose what they do and don't do. If you and your crew are like this, you are in the majority of the fire service today. As an occupation, more firefighters are disciplined for being late for work than for safety violations.

Blame it on Ben

Why does this persist? We learned it from Ben Franklin over the past 275 years. I know you are thinking "Clark has finally lost his mind. He is blaming seatbelt and fireground LODDs on Ben Franklin." I am not alone in this thinking, so keep reading.

DNA (Cont.)

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The number one firefighter life-safety initiative from the National Fallen Firefighters Foundation (NFFF) "Everyone Goes Home" campaign states, "Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability and personal responsibility."

We have to define fire service culture before we can change it. Having a common definition of anything is not easy. Professionals use common definitions among themselves so they can clearly communicate with each other. For example, if I tell you the patient has an open fracture of the left femur, you could all draw a picture of what it looked like whether you are an MD, EMTP, EMTB or first responder.

However, if I asked you to draw a picture of an engine company, we would get a bunch of different drawings. Having a shared definition of fire service culture is difficult because the words must mean the same thing for all fire departments, regardless of size or location. What is the definition of fire service culture, what does it look like, do we all draw the same picture of fire service culture? Does a culture exist in 1.2 million firefighters and 32,000 fire departments nationwide? Let's start by defining culture as it relates to organizations.

Organizational Culture

In *Organizational Culture and Leadership*, 2004 Edgar H. Schein, Professor Emeritus at MIT, the author defines culture as,

A pattern of shared basic assumptions that was learned by a group as it solved problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Firefighter translation "Why we do, what we do."

Schein also tells us that occupations can have a shared culture if the following conditions are present: intense period of education and apprenticeship; reinforcement of assumptions at meetings; and continuing education sessions. The practice of the occupation requires teamwork and reliance on peer-group evaluation, which preserves and protects the culture. The fire service meets these conditions, so the notion that fire-service discipline has a shared culture is reasonable. This supports the NFFF reference to the need to change the fire-service culture. Before we can change the culture, we have to be able to identify what the culture is. Schein explains that culture has three levels.

Artifacts – visible organizational structures and processes. These are the things we can see, touch, and read.

Espoused Beliefs and Values – represented by our strategies, goals and philosophies (espoused justifications). This is what we tell each other and the public what we do, how we do it and why we do it.

DNA (Cont.)

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Chief Alan Brunacini

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Underlying Assumptions – taken-for-granted beliefs, perceptions, thoughts and feelings (ultimate source of values and action). Schein refers to this culture level as the DNA of an organization. For the fire service, this is the basic DNA of what it means to be a firefighter. This genetic code has been passed down from generation to generation of firefighter over the past 275 years. If you do not have it, you are not a real firefighter. This is where Benjamin Franklin started the genetic pool we have today. According to Wikipedia, "A gene is a unit of heredity and is a region of DNA that influences a particular characteristic in an organism."

It's in Our Genes

In a paper entitled "FAST/CLOSE/WET," which was delivered at a Public Entity Risk Institute symposium, entitled *Reducing Firefighter Deaths and Injuries: Changes in Concept, Policy and Practice*, Chief Allen V. Brunacini identified the first three genes of a firefighters DNA.

Brunacini wrote,

Ben (Franklin) realized that when there was a fire that the situation required rapid response, so he taught his fire lads that they must be FAST. He also knew that he did not have long range hydraulic application equipment, so his firefighter had to get CLOSE to the fire. Ben also understood that the fire could not live in the same space with an adequate amount of water so he told his troop get the fire WET.

The next three genes RISK/INJURY/DEATH are all part of the human experience with uncontrolled fire. Humans have been at risk of uncontrolled fire, injured by fire and killed by fire from the beginning of time. Our bodies cannot live in the heat, gases and oxygen-depleted environments that fire can create. Our environment, property and possessions can be destroyed by fire. Anyone who tries to manually control an unwanted fire or save someone or something in the path of an unwanted fire puts themselves at great risk, which can lead to injury and death. Ben Franklin knew this, so his firefighters had to accept this as part of what it meant to be a firefighter. The citizens knew this, so they held the firefighters in great esteem because when called for help, the firefighters would put their bodies between the fire and the citizen to save and protect individuals, families, property and communities from the ravages of fire.

The fire service and society today continue to consider RISK/INJURY/DEATH part of the characteristics that exist when humans get in the path of uncontrolled fire. Recently, this idea was supported by an analysis of NIOSH LODD reports, which helps to identify the cultural paradigm of firefighting and the public image of the fire service.

Drs. Kunadharaju, Smith, and DeJoy, from the College of Public Health at the University of Georgia, published a paper titled *Line of Duty Deaths among U.S. Firefighters: An Analysis of Fatality Investigations*. They studied 189 NIOSH reports that included 213 LODDs from 2004 to 2009. The NIOSH reports made a total of 1,167 recommendations to reduce firefighter injury and death.

DNA (Cont.)

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The researchers categorized the recommendations into 5 factors: Incident Command; Personnel; Equipment; Operations/Tactics; and External. The researchers applied root-cause analysis techniques to the data set to determine the basic or higher order causes that they classified as: under resourcing; inadequate preparation for/anticipation of adverse events; incomplete adoption of incident command procedures; and sub-optimal personnel readiness. An important point they make is that these higher order causes "...do not provide any definitive insights as to their origin," but "... may actually be tapping the basic culture of firefighting." The researchers go on to make the following comment about the core culture of firefighting:

Operating with too few resources, compromising certain roles and functions, skipping or short-changing operational steps and safeguards and relying on extreme individual efforts and heroics may reflect the cultural paradigm of firefighting. This should not be construed to be a culture of negligence or incompetence, but rather a culture of longstanding acceptance and tradition. Within many fire service organizations, these operational tenets may be accepted as "the way we do things."

Moreover, this tolerance of risk may be reinforced both externally and internally through the positive public image of firefighters and firefighting and internally through the fire service's own traditions and member socialization."

Chief Brunacini confirms these comments from Kunadharaju, Smith and DeJou with the following statement, as only he can, in firefighter language:

When the fire kills us, our department typically conducts a huge ritualistic funeral ceremony, engraves our name on the honor wall and makes us an eternal hero. Every LODD gets the same terminal ritual regardless if the firefighter was taking an appropriate risk to protect a savable life or was recreationally freelancing in a clearly defensive place. A Fire Chief would commit instant occupational suicide by saying that the reason everyone is here today in their dress blues is because the dearly departed failed to follow the department safety plan. Genuine bravery and terminal stupidity both get the same eulogy. Our young firefighters are motivated and inspired to attack even harder by the ceremonialization of our battleground deaths.

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For the past 275 years, fire service DNA has been made up of these six firefighter genes FAST, CLOSE, WET, RISK, INJURY, DEATH (FCWRID) these are the underlying assumptions which are taken-for granted beliefs, perceptions, thoughts and feeling and are the ultimate source of values and action.

The entire fire service discipline and general public use the FCWRID gene sequence or combination of the genes to predict, justify, explain, accept, reward and improve the fire service. Before you all tar and feather me, or burn me in effigy, remember we and the general public do not do this consciously with malice or incompetence.

We learned it from our ancestors who were doing the best they could at the time.

DNA (Cont.)

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FAST Thinking

I will use just one firefighter gene, FAST, to illustrate how it influences all levels of fire service culture and our behavior.

Artifact: lights and sirens, Opticom, response time standards, state and federal laws that exempt seatbelt use by firefighters, running to the apparatus when a building fire is announced, political discourse related to closing fire stations and increased response time; "If we close these fire stations our average response time will go from 4 minutes and 40 seconds to 5 minutes and 10 seconds."

Espoused Beliefs and Values: Closing a fire station puts the public at risk because we will not be FAST, if I put my seatbelt on it will slow me down, I can't put my seatbelt on with all my bunker gear on, my bailout equipment keeps me from putting on my seatbelt, no one beats us into our first-due area, no one steals our fire, firefighter safety is important, we have SOPs, the company officer did not have the time to look at side charley before entering the front door because the fast attack was used, the officer left their portable radio on the fire truck, the crew fell through the floor, no mayday was called, the C.O. and firefighter died in the basement fire making the ultimate sacrifice.

Underlying Assumption: I must be FAST; one of the worst things that can happen is for another fire company to beat you into your first-due area. A fire chief told me, "If we did not respond with lights and siren on all calls, we would not be an emergency service." Citizens will say, "It took the fire department a long time to get here." Get in there and get the fire, no one steals our fire. Firefighters get injured and killed responding to alarms in vehicle crashes without their seatbelt on. This is considered a line-of-duty death with full ceremonial honors at the funeral, community-wide shared grief, and LODD cash benefits from local, state and federal levels.

When there is a firefighter LODD, the root cause is rarely, if ever, a technical problem. The underlying cause can be traced back to one or more firefighter genes that drive our behaviors resulting in the ultimate loss. We have accepted this for the past 275 years. If we continue to justify our behavior based on our firefighter genes (FCWRID), more of us will be injured and killed.

Changing your DNA and genes is difficult, but you can change your behavior if you choose. Why should you change? Because "The next call you go on may be the biggest fire in your career, so you must be ready, if you want to survive."

You and I cannot change fire service culture. But, as a firefighter, what one behavior can you change? As the apparatus driver, what one behavior can you change? As the company officer, what one behavior can you change? As a chief officer, what one behavior can you change? Good questions for your next drill. Your answer may help save a life...including yours!

A Harvard Story

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The Harvard Experience

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

I had the honor of attending the Harvard Kennedy School (HKS) of Government's "Senior Executives in State and Local Government" in June of this year, and I wanted to share my experience.

I had a commander charter me to always strive for higher education, even after I was fortunate enough to be selected as fire chief at my installation. As a Deputy Chief, I enrolled in the Executive Fire Officer (EFO) Program through the National Fire Academy. I completed that program in 2007, and I thought that I would never be able to replicate that learning experience. The lessons that were taught in the EFO program were far-reaching and the friendships I made were life-long.

In 2008, I applied to the IAFC for their scholarship for the HKS program. There are six scholarships given out annually by the International Association of Fire Chiefs (IAFC), so I assumed it was a difficult process, but I had no idea. I sent in my application (with three letters of recommendations), but unfortunately I received the "you were considered but not selected" letter. I called Dr. Denis Onieal (Superintendent of the National Fire Academy), and he soothed my hurt feelings....this program was like being selected for the Olympic team. Encouraged, I applied again in 2009, only this time I sent six letters of recommendation, including a county commissioner, our mayor, and a U.S. Congressman. Still nothing.....now mad, I skipped the 2010 application. In the Spring of 2011, while once again perusing the HKS website, I found my answer, and the path that Dr. Onieal was trying to lead me to. HKS accepted direct payment from the federal government, for the tuition.

I contacted our Education Officer at the Air Force Academy, and he gave me the good news....there was money in the budget! I applied to Harvard directly, and two months later, I received an acceptance letter. Honestly, I was a bit disappointed that I did not receive the scholarship, but pleased that I was going nonetheless (FYI, of the 55 students in the class, we had eight fire service professionals, of which only three were scholarship winners).

I arrived at Harvard on Sunday evening, and on Monday morning, I reported to the housing office on campus for my apartment assignment. The good news is that it would be a fully furnished two-bedroom apartment...the bad news was that it was a two bedroom apartment. You see, part of the Harvard Experience is to put you in a confined space with someone that you don't know, and may be uncomfortable with. The good news is that I was assigned a good roommate....quiet and reserved, you know, just like me. He is a City Manager from Oregon, and had already set up camp in the Master Bedroom by the time I arrived. At 1230, we were required to meet downstairs for the 15 minute walk to the Harvard Kennedy School of Government. Upon arrival, the second uncomfortable moment of the program...seating assignments in class. In my row, was a museum curator from the Northeast, a business person from New Zealand, a city administrator from Ireland, and a fire chief from Canada.

Harvard (Cont.)

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Chief Ernst Piercy

Class started promptly at 1300, and our first instructor spent zero time on niceties...no welcome to Harvard, no “Hey, who are you?” just right into our first lecture. The lecture went EXACTLY 90 minutes, we took a 30 minute break, and then right into our next lecture...which ended EXACTLY 90 minutes after it started...which meant it was 1700 already. After a mandatory class dinner, we took off for that brisk 15 minute walk back to the apartments. I relate this part of the story because it was repeated....for 15 class days. No elongated breaks, no getting out early. Admittedly it took a bit to get used to the schedule, but when I did, wow, what a great experience. I found myself sitting on the edge of my seat for every lecture. The actual lectures were as varied as the students.

Certainly the focus was leadership in government service, but I learned so much more than that. The lectures on Hamilton and Madison were superb. Developing a Power Wheel as a means to develop consensus, using statistics to tell your story (or make your case), and on and on. Every evening we had homework...no, seriously. Without exaggerating, I can tell you that we had a minimum of two hours worth of reading and writing assignments. They certainly made it tough for socializing... although we found a way. Many of us got up early before class and worked on homework then.

The first weekend was spent at “forced family fun”, as we all loaded into a bus at 0700 for a day at Thompson Island. We spent the day not only getting to know each other there, but also participating in a full day of activities designed to force us to communicate and get to a specified goal using consensus building. It was here where I learned a very important lesson. I always assumed that in a group environment that the majority voice should rule. In a position of leadership, I could still reserve the right to overrule their decision, but nonetheless, the majority voices were the most important. I could not have been more wrong.

I learned that the minority voices in the room still have an opinion, and while I may not implement their position, it is crucial that I listen and learn what their issues are.

While I am talking about diversity, I also learned some important personal lessons. Of the 55 students in the class, approximately 10 made it very clear that they represent the Gay, Lesbian, Bi and Transgender (GLBT) community. Each morning we had mandatory study group from 0800-0900. Study groups were assigned. As a result, my interaction with the GLBT students not only gave me a better understanding, but also prepared me for DoD’s repeal of DADT. I learned a lot more about sexual orientation in three weeks than I had in the previous 50 years.

In the blink of an eye, the three weeks were over. I learned from economists and government professors, published authors, a psychologist, and one of my favorite lecturers, Dan Fenn. If you’re not sure who he is, Google him (think Kennedy Administration). We had a short graduation ceremony, and then all went our separate ways. The friendships and contacts made will be enjoyed for my lifetime. If you get the opportunity, jump on it. It will be the best three weeks of instruction you will ever be involved in!

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USMC Update

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USMC F&ES Program Updates

By Tom Ruffini, Director, USMC Fire & Emergency Services

Following the recent Force Structure Review, the Commandant of the Marine Corps directed the establishment of Marine Corps Installations Command (MCICOM) to obtain efficiencies in installation management. As of 1 October this year, MCICOM exists as part of Headquarters Marine Corps (HQMC), subordinate to the Deputy Commandant, Installations and Logistics (I&L), Lieutenant General Frank Panter. Major General James Kessler became the first ever Commander, Marine Corps Installation Command (COMMCICOM) on the same date.

Our F&ES program was formerly aligned to the Facilities Branch (LFF), of the Facilities and Services Division (LF), one of the largest divisions in I&L. The LF Division was and remains headed by Major General Kessler. However, General Kessler now wears two hats – one as the Assistant Deputy Commandant, I&L (LF), and now as Commander, Marine Corps Installations Command. We are now a part of MCICOM's G-3/5/7 Directorate (Operations, Plans, and Government and External Affairs). Specifically, our program is nested in the G-3 Operations Division, in the Installation Protection Branch.

The Installation Protection Branch has three distinct sections: F&ES, Law Enforcement, and Mission Assurance. (Those of you inside the Marine Corps know that we have institutionalized the term "Mission Assurance" to account for all of the risk management and planning related programs (i.e. AT, CIP, CBRNE, IEM, etc.) The Installation Protection Branch will cover down on several additional areas, as directed, including but not limited to coordination of the MCICOM seat in the Marine Corps Operations Center and coordination of Defense Support of Civil Authorities (DSCA) activities.

By the end of FY12, the Installation Protection Branch will round out to a total of four government employees – (1) Director, Installation Protection, (1) Director, F&ES, (1) F&ES Action Officer (AO), and (1) Law Enforcement / Mission Assurance AO. Today, I am serving in an acting capacity as the Director of Installation Protection, and I remain in the position of Director, Fire & Emergency Services. Mike Pritchard remains in the F&ES Action Officer (AO) billet, and Chris Shimer is still with us as full time contract support. We will continuously update you on the status of personnel changes.

MCICOM represents a major change to the Marine Corps, and change is difficult. However, there should be few changes to our F&ES program that impact the local F&ES programs and Departments. Most change will be dealt with at the HQMC/MCICOM level and at the Marine Corps Installations (MCI) regional level where reorganization has already occurred, or is expected.

Additional changes, again mostly limited to HQMC/MCICOM level, concerns our shift from being a planning Headquarters to an actual Command with full responsibility and authority to execute programs.

Marine Corps (Cont.)

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MAJ GEN James Kessler
Commander,
Marines Corps Installations Command

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Our office has been primarily responsible for HQMC functions such as publishing *policy*, providing *advocacy*, and conducting *oversight*. Now we are dually responsible as a Command to ensure that we *organize, staff, train and equip* installations in order to carry out assigned missions and programs.

We will continue to provide updates on MCICOM transition throughout the year. As always, we welcome your comments and questions about the state of our F&ES program.

During our state of transition, we remain intensely focused on the implementation of the Commission on Fire Accreditation International (CFAI) F&ES Self-Assessment and Accreditation Program. On August 19, 2011, General Kessler signed a policy letter which establishes the CFAI model as ‘the’ model the USMC F&ES Program will use to meet the Program Evaluation and Improvement mandates of DoDI 6055.06 . Additionally, this policy letter establishes September 30, 2012, as a deadline for each USMC installation maintaining an organic F&ES program (an installation civilian F&ES Department) to complete the following key aspects of the CFAI model: (a) Establish and document Fire Demand Zones; (b) Complete and document a Risk Assessment; (c) Complete a Self-Assessment using the CFAI FESSAM; and (d) Develop a Standards of Cover document. Our office will be in constant contact with our regional and installation level F&ES leadership in order to successfully accomplish this goal.

As we begin development of our Program Objective Memoranda (POM) 14 program, we are keenly aware of a potential for a reduced budget in our future. At MCICOM, we are confident that our quick and deliberate action to implement the CFAI program - and more importantly to complete the key aspects outlined above - will reduce the resource cuts to our program. In the aftermath of POM13, almost every USMC program faced cuts, but there were also a substantial number of programs that faced cancellation entirely. This is a serious time. We have made the decision that we will use the CFAI model to expertly document what we do for the Marines and their families and for the protection of our national critical infrastructure. We are confident that this is our best means to justify F&ES resources required at the installation level. Our I&L leadership fully supports this concept.

To my USMC Fire Chiefs: Documentation beats conversation in the battle for funding – every time – and nobody is better suited to describe the hazards and the risk present at your installation, and the optimal way to organize resources to counter that risk, than you are. Please take this initiative seriously and, even through tremendously difficult times of constrained resources and personnel, make the implementation of this program a top priority.

The transition to MCICOM will benefit our program in many ways including centralized planning and management of our resources, and execution through standardized and optimally organized chains of command. You have the ability to be an integral part of the improved program management and that starts with adopting and implementing the key aspects of the CFAI program. September 30, 2012, is the last day to submit the required documentation, but we are standing by waiting to receive your good work – today. Don’t wait.

Life Saving Awards

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Proving the Value of Our Navy Firefighters

Tim Pitman, CNIC HQ F&ES, EMS Program Manager

You often find yourself consumed with constant budget, program and mission support challenges when working at CNIC headquarters, and you wonder; what could possibly come next to test your abilities to get the job done. And then it happens; we receive a Life Saving Award (LSA) nomination that truly gives you a sense of why we're fighting those budget, program, and mission support battles. It's because our Navy firefighters are making a difference in a big way.

One of my responsibilities as the EMS Program Manager is to administrator the LSA program. It is often a welcome relief to receive these packages and read what the providers accomplished to save a life, and rewarding to send out the well deserved LSA. It truly is one of the great blessings of working at this level, to pause and recognize these heroes, and they *are* heroes!

I say this with conviction because it is something I believe, but my words may not carry weight with you, so think of it in this context; our Navy firefighters stepped up to a challenge and, through their direct actions, save a person's life! How many of us can say we've accomplished such a feat? Think of how the family members of the person who was saved know their loved one is still with them, and is coming home to be with them because Navy firefighters answered the call. I don't know about you, but I wouldn't know how to say *Thank You* enough.

Can we say we succeed every time we're faced with the challenge of a cardiac arrest or entrapped individual? Unfortunately, no. We often read reports of the harrowing situations and tremendous attempts our firefighters make to save someone's life, but do not succeed. We can take solace in the fact they did their absolute best despite insurmountable challenges, and know that when presented with the next challenge, they will try even harder to succeed in saving a person's life.

2011 Life Saving Awards to date:

- * Commander Navy Region Southeast, NAS Corpus Christi - Four Navy F&ES responders for successful life saving actions on 21 January 2011 to a 33 year-old patient in cardiac arrest.
- * Commander Navy Region Northwest, Naval Base Kitsap Bangor – Fourteen Navy F&ES responders for successful life saving actions on 8 January 2011 for performing a two hour auto extrication and high incline extraction from a 30 foot ravine of a critically injured a entrapped victim.
- * Commander Navy Region Mid-Atlantic, Naval Base Norfolk – Seven Navy F&ES providers for the successful life saving actions on 15 February 2011 to a patient in cardiac arrest.
- * Naval District Washington, Washington Navy Yard – Four Navy F&ES providers for successful life saving actions on 19 February 2011 for performing a water rescue of two individuals after a small watercraft capsized on the near frozen Anacostia River.
- * Naval District Washington, Washington Navy Yard – Four Navy F&ES providers for successful life saving actions on 2 March 2011 to a patient in cardiac arrest.
- * Commander Navy Region Hawaii – Six Navy F&ES providers for successful life saving

LSA's (Cont.)

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actions on 12 March 2011 to a patient in cardiac arrest.

- * Naval District Washington, NSA South Potomac, Indian Head - Two Navy F&ES for successful life saving actions on 29 April 2011 to an eight month old infant.
- * Naval District Washington, Joint Base Anacostia Bolling - One Navy F&ES responder for successful life saving actions on 16 April 2011 rescuing two children and assisting three adults from a burning vehicle.
- * Commander Navy Region Midwest, NAVSTA Great Lakes – Four Navy F&ES providers for the successful life saving actions on 2 June 2011 to a patient with severe spinal injuries suffered during a fall.
- * Naval District Washington, NSA South Potomac, Indian Head - Three Navy F&ES for successful life saving actions on 14 June 2011 administering critical life saving care to a 64 year-old patient in cardiac arrest.
- * Commander Navy Region Hawaii - Seven Navy F&ES responders for successful life saving actions on 6 July 2011 to a 37 year-old patient in cardiac arrest.
- * Commander Navy Region Northwest, Naval Base Kitsap Bangor - Four Navy F&ES responders for successful life saving actions on 8 July 2011 to a patient in cardiac arrest.
- * Commander Navy Region Southeast, NAS Corpus Christi - Four Navy F&ES responders for successful life saving actions on 13 July 2011 to a 45 year-old patient in cardiac arrest.
- * Naval District Washington, NAS Patuxent River - Six Navy F&ES responders for the successful life saving actions on 21 July 2011 to a 70 year-old patient in cardiac arrest.
- * Commander Navy Region Southeast, NAS Pensacola - Two Navy F&ES responders for the successful life saving actions on 1 August 2011 to a 24 year-old patient in cardiac arrest.
- * Commander Navy Region Southwest, NAS North Island - Five Navy F&ES responders for the successful life saving actions on 8 August 2011 to a patient suffering a severe food reaction and in anaphylactic shock.
- * *Joint Region Marianas F&ES, Andersen AFB - Four Air Force active duty F&ES for the successful life saving actions on 31 August 2011 to a patient in cardiac arrest.
- * Commander Navy Region Southeast, NAWC China Lake - Four Navy F&ES for the successful life saving actions on 8 September 2011 to a patient in cardiac arrest.
- * Joint Region Marianas, Andersen AFB – Two Navy F&ES providers for successful life saving actions on 24 September 2011 to a patient in cardiac arrest.
- * Commander Navy Region Hawaii – Six Navy F&ES providers for successful life saving actions on 29 September 2011 to a patient in cardiac arrest.

As you can see, our Navy firefighters make a difference in the lives of many throughout our Navy communities and prove their value to the Navy's mission every day. Congratulations to each of you for well deserved recognition for your successful life saving actions

*This is the first time in the Navy F&ES Life Saving Award Program history LSA packages have been awarded to firefighters of a sister service; active duty Air Force firefighters constitute a significant portion of the staff at Anderson AFB, a district within Joint Region Marianas F&ES.

On the Job - Maine

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On the Job – Great Lakes



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Technical Rescue Training at Portsmouth NSY



The New Hampshire Fire Academy recently came to the Portsmouth Naval Shipyard and certified 34 Navy Region Mid Atlantic District 8 firefighters in rope and rescue skills.

The class included incident command, air monitoring, ropes, rigging and lifting. The firefighters used several buildings on the shipyard during

their practical evolutions to hone their skills.

Firefighters brought their new skills together as they rappelled from the parking garage building after establishing their anchoring system. Firefighters then attached a rescuer to a rescue basket and lowered both to the ground. The next challenge was to use these same principals and perform practical evolutions from the gantry cranes located throughout the shipyard. Firefighters set up lowering systems and used mechanical advantage to assist them in performing simulated rescue operations.

Tech Rescue and HazMat Training



Naval Station Great Lakes Fire Department (GLFD) conducted its annual Confined Space exercises on using the Navy Region Midwest SCBA/Confined Space trainer parked inside the fire station. The trainer is scheduled for use by the Navy fire departments throughout the Midwest region.

GLFD also participated in the Reliant Midwest exercise that centered on a simulated train car derailment and hazardous materials release that impinged on the Recruit Training Command. The simulated derailment included a flat bed rail car carrying one hundred 55 gallon barrels of liquid cyanogens chloride. The product is often transported by private chemical companies in the area and is classified as a 2.3 poisonous gas with corrosive properties. The Naval Station Great Lakes Police Department and James Lovell Federal Health Care Center also participated in the exercise. GLFD firefighters performed offensive hazmat duties, including mass decontamination, and plume modeling.



NFA News

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NFA Implements ACE Recommendations

The National Fire Academy (NFA) subscribes to the American Council on Education (ACE) for academic review of its classes and programs. To evaluate academic rigor and assess college-level course credits, ACE examines course objectives, outcomes, instructor qualifications, instructional methods, instructor guides, student manuals, other materials, and evaluations of learning. On a rotating basis each year, ACE reviews the NFA curriculum packages and makes recommendations so that other institutions of higher education may consider granting transfer credit for NFA courses. In addition to course credit recommendations, the ACE review serves as an outside objective and independent academic review of all NFA curricula.

ACE has new rules which affected their most recent review (September 25-27, 2011) of the NFA. These new rules and recommendations will affect the NFA and its students in the future. The NFA will now be moving from a system of Pass / Fail to include a marking system. The NFA will soon begin to issue grades that reflect the evaluation of a student's performance, and also be keeping records of how they reached those final grade decisions. The performance of each student on each exercise, quiz, group project and examination will now be graded. In many classes, we have been keeping such records already.

In addition, the NFA is required to conduct formal evaluations of its instructors. This is nothing new because NFA Training Specialists have been in classrooms observing instructors since the NFA opened. The only difference is that the NFA must now have a more formal process with records of performance. The NFA staff is also working on plans to accomplish these in a manner which is objective, fair, and satisfies ACE requirements and recommendations. The USFA will be looking to state partners for occasional assistance in evaluating instructors who teach in predominantly off-campus classes.

These new requirements apply to 2-day, 6-day and 10-day classes sponsored by the NFA. These changes do NOT apply to NFA courses delivered by the state partners unless that state has sought ACE recommendations on its own.

The ACE allows 90 days to implement these changes on the 22 courses ACE has just reviewed. Students and instructors will now see incremental implementation beginning fairly quickly. As courses are developed, revised, or ACE reviewed, the NFA staff will continue to implement these changes until the entire curriculum is completed.

Hold yourself responsible for a higher standard than anybody expects of you. Never excuse yourself.

-Henry Ward Beecher

ESAMS Corner

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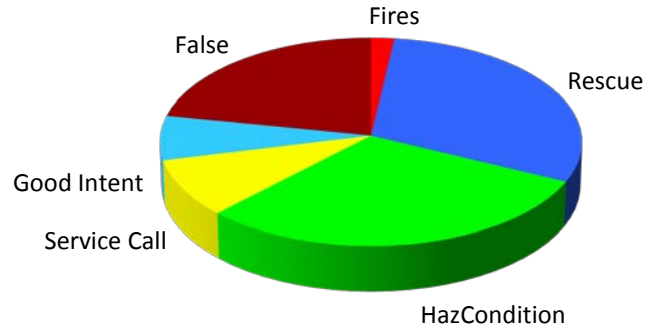
ESAMS Corner

By Clarence Settle, ESAMS Fire Technical Support

October 2011 Statistics

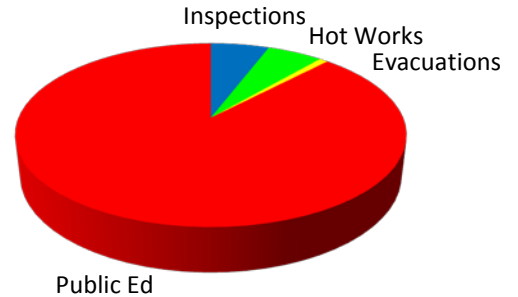
Operations

Total Incidents – 6,037
 Fires – 114
 Rescue & EMS – 1,821
 Hazardous – 1,810
 Service Call – 538
 Good Intent – 415
 False Alarm – 1,318



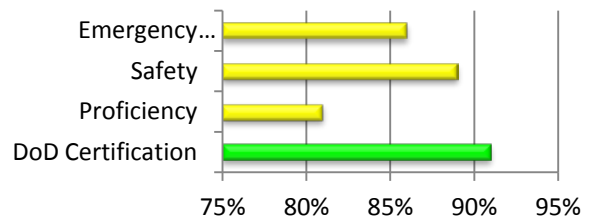
Prevention

Fire Inspections Completed – 2,991
 Hot Work Permits Issued – 2,833
 Building Evacuation Drills – 436
 Public Education Contacts – 45,460



Training

Emergency Management – 86%
 Safety Training – 89%
 Proficiency – 81%
 DoD Certification – 91%



F&ES On Duty Mishaps Report

Mishaps Reported – 31
 Total Lost Work Days – 122

Upcoming Improvements

New Fire Facility Master Report- provides a detailed list of locations that have been entered into the Fire Facility application. The report opens to a screen containing fields allowing the user to filter the search. These fields match those found on Fire Facility records (Square Feet, Construction Type, etc). In order to update information returning from this report, you must provide that information in the Fire Facility Application for each building record. This will immediately reflect in the report. To run the report, check the box next to each installation to be viewed, or click the "Select All" button to check all available installations.

Coming soon: 2nd and 3rd Structure ART Report

Navy F&ES POCs

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Navy Fire & Emergency Services (N30)

Commander, Navy Installations Command

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<https://g2.cnrc.navy.mil/communities/service/html/communityview?communityUuid=2640240b-f9e3-4273-a9d-c20c128629e2>
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