



# What's Happening

## Navy Fire and Emergency Services Newsletter

### Protecting Those Who Defend America

AUGUST 2012

OMNI CEDO DOMUS

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## Command Presence

By I. David Daniels

In the world of performance art, top performers are said to have “stage presence,” that certain something that distinguishes those who can captivate the attention of an audience from those who put the audience to sleep. Similarly, “command presence” is an important quality for an effective incident commander, in that it inspires confidence in those that work with the commander, while providing the high level of strategic effectiveness.

Command presence includes the incident commander’s confidence, expertise, assertiveness, perceived ability to adapt to changing circumstances, and overall leadership capability. However, there is also something to be said about the physical “presence” of an incident commander and how it affects the function of command in the IMS.

The example most often used to evaluate the proper location of an incident commander is from the first-due unit perspective, where a known victim is in a burning structure, in a location believed to be accessible by the firefighters and within the capability of the unit’s knowledge, skill, ability and available equipment.

This scenario actually creates the best and most effective opportunity to use the “mobile commander.” In this example, the company officer is automatically the incident commander, due to the fact of their arrival first on scene, the lack of a higher ranking member on the scene and no formal command post having been established. There is little confusion regarding who is in charge, there is a direct reporting relationship and accountability for resources assigned to the IC and resources are being deployed in support of the ICs strategic goals

However, given the same scenario and no life hazard, it would be necessary for at least four members to be on scene prior to members making entry. A mobile commander would also create issues regarding accountability and risk assessment. In either scenario, a chief officer, regardless of their arrival order is faced with a more complex issue. In addition to rescue operations that either need to be or are being performed by one or more fire companies, there are now also firefighters operating in the hazard zone and thus a need to create an organization structure around the firefighters to both assure their safety and accomplish the strategic goal of protecting civilian lives. As soon as possible after the establishment, assumption or transfer of command, a chief officer should assume a fixed command position outside the hazard zone. The fixed position allows the opportunity to evaluate the effectiveness of decisions based on at least one constant, that being the point of view from the command post.

## Command (Cont.)

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The concept of mobile command presupposes that the command position is operating primarily at the tactical level of command rather than the strategic; and many times is influenced by the desire of the commander to enter into the hazard zone. Quite to the contrary, the function of command is always strategic; while the depth of tactical involvement depends on the complexity of the incident and the resources available to the incident commander. The strategic goals of life safety, incident stabilization, and preservation of the environment, public or personal property rarely change; though the tactical activities to accomplish the strategies are very unique. It's also more likely that the mobile commander could stray into the hazard zone, threaten their personal safety and create a scenario where no one is paying attention to the point of entry into the hazard zone.

Chief officers are expected to be able to view situations in a big-picture fashion. This type of approach is important not only in administrative situations, but at emergencies as well. If the command function is not in a predictable, consistent position outside the hazard zone to provide oversight to those in the hazard zone, it is likely that the command function will become a part of the problem as opposed to a part of the solution.

I. David Daniels is a retired fire chief and a management consultant. Daniels holds a master's degree in human resource management and member status in the Institution of Fire Engineers, and serves as a member of the board of the IAFC Safety, Health and Survival Section.

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## Combs Cartoon



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### Cool, Calm, Collected



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## Last Alarms

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## Last Alarms

The USFA reported 54 deaths to date in 2012. The following line of duty deaths were reported since we published our last issue:

**Antonio Rodriques** ♥

Age: 49  
Yonkers, NY

**Jim Reardon** ♥

Age: 51  
Mandan, ND

**Jon Tibbetts** 🚗

Age: 59  
Bernalillo, NM

**Mike Burgin** ♥

Age: 46  
Sugarcreek, OH

**Anne Veseth**

Age: 20  
Grangeville, ID

**Roulos Davis** ♥

Age: 49  
Chattanooga, TN

**Timothy Lamere** ♥

Age: 47  
Constable, NY

### 2012 Totals

♥ 30 (55%) 🚗 11 (20%)

♥ Indicates cardiac related death

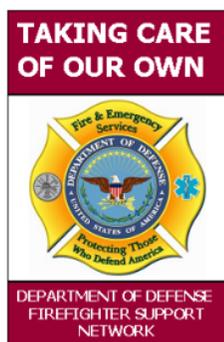
🚗 Indicates vehicle accident related

## TCOoO Update

## Taking Care of Our Own

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

There are currently 20 DoD firefighters in the Taking Care of Own program.



	Location	Point of Contact
Gregory Feagans	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil
Erin Butler	Vandenberg AFB, CA	Sean.Glaser@vandenberg.af.mil
Jason Frazier	NAVSTA Norfolk, VA	Marc.J.Smith@navy.mil
Jason Thompson	Niagara Falls ARS, NY	Marilyn.Ruszala@us.af.mil
Ernest Gilbert	Navy Region Northwest, WA	Carmen.Morris2@navy.mil
David Hamback	NAS JRB New Orleans, LA	Taffy.Ponville@navy.mil
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
Peter Giles	Kirtland AFB, NM	Curtis2.Ray@kirtland.af.mil
Scott Berry	Navy Region Northwest, WA	Carmen.Morris2@navy.mil
Thomas Robinson	Altus AFB, OK	Nils.Brobjorg@altus.af.mil
Leslie Gonzalez	Combat Center 29 Palms, CA	Kerron.Moore@usmc.mil
Brian Yohn	Cheatham Annex, VA	Marc.J.Smith@navy.mil
Christopher Lumpkin	Fort Belvoir, VA	Joyce.R.Peck.civ@mail.mil

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## **DoD F&ES Awards**

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### **Calendar Year 2011 DoD F&ES Award Winners**

#### **Military Firefighter of the Year**



ABH2 (AW) Justin Fauver  
NAVSTA Rota, Spain  
(Currently assigned USS Ronald Reagan(CVN 76))

#### **Military Fire Officer of the Year**



TSgt Jeffery Rueben  
Grand Forks AFB, ND

#### **Civilian Firefighter of the Year**



Mr. Jessie Fletcher  
Barksdale AFB, LA

#### **Civilian Fire Officer of the Year**



Mr. Mark Shreve  
DLA Richmond, VA

## *Awards (Cont.)*

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### Fire Service Instructor of the Year



Mr. Stanley Torres  
Joint Region Marinas  
Anderson AFB, GU

### Fire Prevention Program of the Year



Navy Region Northwest, WA

### Small Fire Department of the Year



Fort George G. Meade, MD

### Medium Fire Department of the Year



NAF Atsugi, Japan

### Large Fire Department of the Year



Fort Benning, GA

## Awards (Cont.)

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### Army Heroism Award



Fort Greely, CO  
Fort Drum, NY  
Fort Leavenworth, KS  
West Point, NY  
Fort Huachuca, AZ

### Air Force Heroism Award



Mr. Robert McEvoy  
Ms. Lynsey Pope  
RAF Croughton, UK

### Navy Heroism Award



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

### Marine Corps Heroism Award



Mr. Floyd Horn  
Ms. Sara McKenna  
MCB Camp Pendleton, CA

## More Awards

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## JRM Fire Officer Earns National Honor

By Shannon Pieper



Technical Sergeant (TSgt) Travis Benne, station chief with Andersen Fire and Emergency Services in Guam, has been named FireRescue magazine's 2012 Company Officer of the Year. The award, sponsored by CommandSim, producers of industry-leading fire training simulation software, will be presented at the IAFC's 2012 Fire-Rescue International conference in Denver on Aug. 4.

Sergeant Benne has been involved in the fire service since high school, when he began volunteering with the Fort Calhoun (Neb.) Fire Department, where he earned his Eagle Scout award. He enlisted in the Air Force and graduated from the Louis F. Garland Fire Academy at Goodfellow AFB, Texas.

Sergeant Benne was recognized for his excellent fire service leadership, commitment to safety and preparedness, and dedication to professional development. He holds a master's degree in Executive Fire Service Leadership and was one of the first in the United States Air Force's Fire Protection career field to complete the Professional Development certification through FEMA's Emergency Management Institute.

His nomination read in part, "Travis believes that being a company officer is the core of the fire department. He considers the job to be more than 'riding in the front seat' of a truck and telling people what to do. He feels it is an opportunity to mentor those who will eventually replace him as he continues to progress in his career."

FireRescue editor-in-chief Tim Sendelbach noted that Benne's nomination closely matched the award criteria. "FireRescue is honored to recognize Travis Benne, an officer who represents the vision and mission of FireRescue magazine," Sendelbach says. "Travis is an officer who leads by example, an officer who's willing to speak up and push for change while setting the example and being a mentor for those who follow. It's an honor and a privilege to recognize Travis for his achievements."

Some of those recent accomplishments include:

- As shift training leader, Benne developed a way of tracking personnel continuing education units for the entire department, allowing the executive staff to identify shortfalls in the needed training areas to maintain their firefighting and EMS certifications.
- Since arriving in Guam, he has worked on a team to develop a new vehicle backing procedures and spot possible danger zones within the department's apparatus stalls that could injure or kill firefighters guiding vehicles as they are backed into the station.

## TSgt Benne (Cont.)

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- Benne authored his department's first Standard of Coverage, Risk Assessment, and Goals and Objectives, which provided the foundation of the department's latest five-year strategic plan.
- In the past year, Benne has worked with more than 10 new firefighters to develop them and work toward the next step of being certified driver/operators.

"Travis is 100% committed to safety to ensure everyone goes home," the award nomination said. "At a previous assignment ... his efforts to study the risks and hazards to the military

# FIRE RESCUE

installation and neighboring communities identified the need to add a three-engine company ... This ensured the department could meet its mandated response times, meet the requirements laid out in the NFPA 1710 standard, and have additional manpower available to increase the safety on the fireground while continuing to support the Air Force's flying mission."

While serving in various fire protection positions at bases throughout the United States and South Korea since 2003, Benne has also been deployed four times as a firefighter to support Operation IRAQI FREEDOM. He has received the Air Force Commendation Medal with two Oak Leaf Clusters, Air Force Achievement Medal with Valor Device with one Oak Leaf Cluster, the Army Achievement Medal, and the Military Outstanding Volunteer Service Medal.

Benne regularly works as a public educator for home and workplace fire safety. He leads a family reading night at the Andersen Air Force Base Elementary School, serves as a merit badge instructor for the Boy Scout Troop on base, and serves as one of the base squadron's CPR instructors.

We are proud to be a part of recognizing Sergeant Benne for his accomplishments in promoting a culture of safety and training," says Jonathan Kaye, PhD, president of CommandSim, sponsor of the 2012 Company Officer of the Year Award. "His behavior, and that of the other nominees, inspires us to develop the most appropriate training aides we can to support their commitment to their community."

Kaye also announced that CommandSim would provide a free copy of the company's new training simulation product, SimsUShare Mobile/Desktop, to all of the nominees for this award. The Company Officer of the Year also receives a \$1,000 cash award and airfare, accommodations and registration to Fire-Rescue International.

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([http://www.firefighternation.com/content/email\\_alerts](http://www.firefighternation.com/content/email_alerts))

The greater the difficulty, the greater the glory.  
-Marcus Tullius Cicero

## CNRMA History

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## A Family Patriarch Remembered



One of the most devastating World War II accidents in Hampton Roads occurred in the morning on 17 September 1943.

A Naval Air Station (NAS) ordnance department truck was pulling four trailers loaded with depth charges on the taxiway between NAS Norfolk and the Naval Operating Base, Norfolk piers. Each

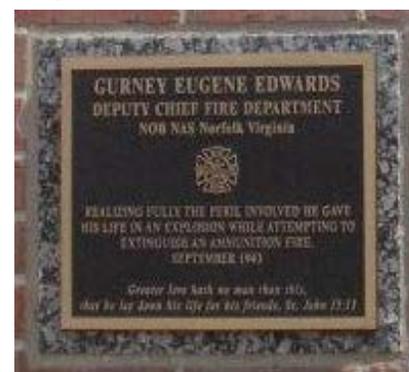
trailer was designed to carry four aerial depth charges, but was loaded with two additional charges to save time. Compounding the problem, the extra charges on top were not properly chained down and, as a result, one of them slipped loose and became wedged beneath the trailer.

The friction from being dragged caused the charge to begin smoking.

An alert Marine sentry spotted the smoke and notified the driver who immediately stopped the truck and ran to nearby Fire Station #2. Deputy Fire Chief Gurney E. Edwards responded to the scene and attempted to cool the charges with a fire extinguisher. However, as soon as he started discharging agent, the first depth charge exploded, killing him instantly. Other depth charges continued exploding for several minutes, shattering windows up to seven miles away. The sound of the blasts could be heard up to 20 miles away in Suffolk. A total of 18 buildings were destroyed along with 33 aircraft resulting in a loss of \$1.8 million. According to official histories, the shock of the explosion had people scaling fences considered man-proof and impossible to climb. Other people found themselves sometime later, shoes in hand, waiting for street cars, with no memory of the event. The casualties amounted to 426, including 40 dead.

On 2 August 2012, Navy Region Mid-Atlantic Fire & Emergency Services, Naval Station Norfolk personnel welcomed Assistant Chief Edwards's son, Jack, his wife, two grandchildren and five great grandchildren. Jack Edwards was 4 yrs old when the explosion occurred. The family received a tour of Fire Station #2, which was built during 1941 and 1942 and had just recently been occupied in 1943 when the explosion occurred. Before leaving the family took a tour of the water front to see some of the 63 ships assigned to the Naval Station Norfolk, toured the new Fire Station #1 and received a demonstration of Tower 11 in operation.

This was the first time the family had visited Fire Station # 2 since the event occurred. They were very proud of their father and grandfather's service and the fact Fire Station #2 still bore a dedication to him after all these years.



## *On the Job - Hawaii*

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## *OPM Leadership Program Graduates*

Story and Photo by Fire Inspector Angela Sanders



Left to right: Supervisory Management Analyst Kevin Otto, District Chief Warren Ferguson, and Battalion Chief Neil Fujioka.

In

Four individuals from the Federal Fire Department Hawaii recently graduated from the Senior and Emerging Leadership Program sponsored by the Honolulu Federal Executive Board-Pacific Leadership Academy.

The focus was detailed towards leading people, leading organizations, and leading for results. Both classes were comprised of 36 individuals from various organizations within the Department of Defense (DOD) as well as other Federal and State entities. The programs included leadership self assessments such as the OPM 360 degree assessment and the Meyers-Briggs Type Indicator.

District Chief Warren Ferguson attended the Senior Leader Program which consisted of three separate seminars spread over a 9 month period. Supervisory Management Analyst Kevin Otto, Battalion Chief Neil Fujioka, and Battalion Chief Ryan Yoshimoto attended the Emerging Leader Program which consisted of two separate seminars each a week long.

As part of the program requirements, students were required to complete several Individual Action Plans (IAP) and a research paper. At the end of the Senior Leadership Program, all completed research papers became a chapter in a book on leadership. The book was printed and distributed to all students as well as their supervisors.

During each seminar, students were able to view and interpret their own self assessments. This gave students an opportunity to not only better understand themselves, but understand leadership styles to better lead their organization. "This was an excellent opportunity to work with other leaders and help each other develop solutions to issues we all face in our own organizations" said District Chief Warren Ferguson. All Federal Fire Department personnel attending this class agreed this program was by far the best leadership program they have personally attended.

## *On the Job – Pax River*

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## *Pax River Firefighters Learn Second Language*

By Doug Miller, Tester Staff Writer



It's not unusual for fire and emergency medical services personnel to get training in a second language, because knowing even a few foreign words and phrases can help a lot when they're trying to help people through a crisis.

"You often see people get training in generic Spanish, maybe Korean if you're on the West Coast," said Fire Chief Chris Connelly, Naval District Washington/NAS Patuxent River District Fire Chief.

Here at Pax River, 40 emergency services personnel received second language training in American Sign Language, a class led by the Interpreting Services Office, a component of Naval Air Warfare Center – Aircraft Division Equal Employment Opportunity.

The Interpreting Services Office's Lora Cheah, Lisette Madalena, Kara Russell and Candace Strayer provided the one-hour instruction to each firehouse shift July 16 and 17.

While the class taught the emergency personnel a few basic signs for words such as "help," "hurt" and "medicine," Cheah said, the trainees also asked the trainers to teach them words they use often at emergency scenes, such as "allergic."

However, the focus wasn't to turn emergency personnel into sign-language interpreters, Cheah said.

Rather, the sessions emphasized recognizing when someone encountered in an emergency situation is deaf or hard of hearing, and what the most efficient possible means of communication would be.

Cheah said that often means simply having paper and pen handy.

The firefighters learned that while some people with hearing loss might speak to them, it doesn't necessarily mean those people understand what the emergency responders are saying in return. It's important not to turn away while you're speaking to him or her because he or she may be reading lips, Cheah added.

According to Cheah, NAVAIR currently employs 21 deaf or hard-of-hearing people, but that number fluctuates. She said there may be more employed as contractors on base and there are also deaf family members housing.

While the odds firefighters could encounter one of them during the performance of their duties is slim, Connelly said, "we have to be prepared. It adds to our tool box."

## On the Job - Cuba

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## Technohumor



## GTMO's DEFY Program Photo Recognized



The Drug Education For Youth (DEFY) chapter at Naval Station (NS) Guantanamo Bay, Cuba received 2nd place and 3rd place honorable mention during the program's photograph competition 5 July.

DEFY is a two-phased prevention program for children ages 9 through 12. DEFY deters "at-risk" behaviors by giving kids the tools they need to resist drugs and develop positive social skills.

NS Guantanamo Bay's DEFY counselors' submitted photographs of the installation's youth interacting with tenant command representatives throughout the year and were notified of their nomination recently.

"This is the fourth year for the DEFY program at GTMO," said NS Guantanamo Bay DEFY Counselor Master-at-Arms 1st Class Jodie Hurlbut. "The DEFY program has been around for 20 years and it's a big honor to place in the contest. This should help put GTMO on the DEFY map."

The 2nd place award winning photograph featured 9-year-old Vincent Perez learning the proper use of a fire extinguisher from NS Guantanamo Bay Fire department representatives. The photograph was selected for showcasing interaction with base resources and youth learning a life-saving skill.

The winning photograph of the 3rd honorable mention featured 11-year-old Casey Sandstrom donning a firefighter's protective uniform, and was selected for displaying resources that provide objective lessons for DEFY youth.

"This year's Defy program begins 15Aug," said Hurlbut. "We are still accepting applications for youth. For more information email me at [jodie.hurlbut@usnbgmto.navy.mil](mailto:jodie.hurlbut@usnbgmto.navy.mil)."

The DEFY Program is based on the best practices determined by the Center for Substance Abuse Prevention (CSAP) and is designed to strengthen factors that make youth more resilient to negative influences.

## Newspaper?

I was visiting my son last night when I asked if I could borrow a newspaper.

"This is the 21st century Dad," he said. "I don't waste money on newspapers. Here, you can borrow my iPad."

I can tell you this, that fly never knew what hit him.

## On the Job – Camp Pendleton

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## Camp Pendleton's Recent Activities

By Thomas Thompson, Camp Pendleton Fire Chief

This summer has been a busy time for the personnel of Camp Pendleton F&ES. On June 26<sup>th</sup>, several wildfires, designated as the Charger, Charfy, Rifle, and Mout fires broke out throughout the day, requiring resources from surrounding agencies to assist with controlling multiple fires. The Mout fire was the most significant, lasting two days. Overall, approximately 1050 acres were burned. On July 16<sup>th</sup>, the Combat fire consumed 451 acres and required air and ground assistance from outside agencies. This fire took three days to contain and control. Two Camp Pendleton firefighters received minor injuries during operations and have fully recovered.

The MCCA annual Beach Bash Event was held on July 4<sup>th</sup>. For years, Camp Pendleton patrons have gathered on Del Mar Beach to celebrate Independence Day. Guests enjoyed several venues and retailers, live bands performing various genres of music, cash prizes, vehicle giveaways, obstacle courses, and kids activity areas. Patrolling military police and fire department personnel were on hand to ensure good order and safety, fireworks displays and much more. The weather (overcast & cool temperatures) kept the crowds down to approximately 35,000, but F&ES was busy responding to numerous medical aids to include two vehicle accidents and seven medical calls.

On July 18<sup>th</sup>, Station 1 personnel were preparing to respond to an automatic fire alarm when a car pulled in front of the station with a woman in labor. While en route to the hospital, a baby girl was delivered by Paramedics Mike Parker and Ryan Rushing. This would not be the only childbirth on the installation that day. Later, while another ambulance was returning from a call, they were summoned to a residence for a woman in labor. Engine 2715 and Medic 2795 responded to find the mother in a car at the residence in active labor. Paramedics Robbie Fleischer, Joe Jackson, assisted by Engine 2715 delivered yet another baby, which was also a girl.

## On the Job – Fort Worth



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## Firefighters Support Summer Reading Program



NAS JRB Fort Worth Firefighter John Shelton reads *My Fire Engine* to children at the base library. He bought this book for his then kindergarten-age daughter, 11 years ago.

## On the Job – Kings Bay

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### Dry Dock Rescue at Kings Bay

By Freddie Thompson Jr, NAVSUBASE Kings Bay Fire Chief



It was the end of the “normal” week, and most of the Kings Bay workforce had departed for the weekend. In contrast, the trident refit facility was still in full operation at the submarine dry dock facility.

At 1550, the fire department received emergency notification that a worker was unconscious at the west end of the dry dock. Upon arrival, fire crews could

barely see the victim who was lying some 80 feet below grade adjacent to the massive trident submarine being tended by refit craftsmen. Further complicating matters, the elevator which is normally used to transport personnel and equipment in and out of the dry dock was out of service.

Without hesitation, the five man rescue team grabbed the required life saving equipment and began the 80 foot descent by stairs. Led by Paramedic Captains Tom Middleton and Juan Hernandez, Kings Bay fire fighters made their way down to the patient and began medical assessment. The patient was conscious; however he was confused and unable to stand. The medical assessment concluded that he was suffering from heat exhaustion with dehydration and severe muscle spasms. “We need to get him to the ambulance, get him cooled down and hydrated, and transport him to hospital.” said Capt Middleton. Using a stair chair, crews quickly packaged the victim and began the 80 foot climb to the top of dry dock. This was no easy task; the stairs were narrow and the ambient temperature soared over 95 degrees Fahrenheit in the canyon like environment of dry dock.

KBFD rescuers were drenched in sweat as they reached the surface, however they didn’t slow down until they transferred the patient into the ambulance and stabilized him for transport to an off base medical facility. Assistant Fire Chief Joseph Orona, KBFD Incident Commander commented; “At Kings Bay we expect the unexpected, like the possibility of the elevator being out of service or crane assistance not being immediately available. We frequently discuss and plan how we would rescue a victim from the bottom of the dry dock facility without mechanical assistance; today the plan worked.”



Kings Bay Firefighters credited planning, teamwork, and physical fitness as the key to this successful rescue. As the ambulance departed the scene, the KBFD efficiently went about restoring their equipment and hydrating in preparation for their next call.

## Victim Reunion

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## Snakebite Victim and Rescuers Reunite

By Fred Swegles, The Orange County Register



Top row from left, Peggy and Ken Riivera and Camp Pendleton firefighters Mario Moreno, Matt Rios, and Carlos Camarena; and front row, rattlesnake survivor Kaden River, ambulance driver Frank Ortiz and Rios' son Shaun. Photo by Fred Swegles, The Orange County Register

Less than three weeks after Camp Pendleton paramedics saved her 6-year-old son from the effects of a severe rattlesnake bite, Peggy Rivera talked recently about how nice it was to get to meet them under happier circumstances – an Angels game.

Her bite survivor, Kaden, gleefully chimed in: "Those guys saved my life!"

The Redlands boy and his parents, Ken and Peggy, reunited at Angel Stadium with the Camp Pendleton Fire Department personnel who rushed Kaden to Mission Hospital in Mission

Viejo on 5 July after he was bitten by a rattlesnake at the San Mateo Campground at San Onofre State Beach park.

Kaden's 4-foot-1, 65-pound body took such a jolt of venom that his survival was in doubt for a day and it took 42 vials of antivenin to stabilize him, his father said. Paramedic Mario Moreno agreed that "life and death was something we were definitely faced with."

The Angels hosted the Rivera family and four rescuers for the game, and the stadium message board flashed "Thank you" to the Camp Pendleton Fire Department in the bottom of the fourth inning.

Kaden said he doesn't remember anything about the aftermath of the bite – how he was foaming at the mouth, vomiting, unable to speak, unable to use his arms or legs, with huge welts all over his face. He does remember the bite itself: "It was like a pinch."

Among those who attended the game was Rios' son Shaun, who became fast friends with Kaden outside the turnstiles while waiting for everyone to arrive. The boys tossed and hit an imaginary ball at each other. Then they waved a Rally Monkey doll and a foam finger during the Angels' 6-3 win over Kansas City. "They were dancing to the music and having a good old time," Ken Rivera said.

It was a far cry from 18 days earlier, when Capt. Carlos Camarena arrived at the campground to coordinate the Camp Pendleton Fire Department's response. "I was looking at rattlesnake, child, this small, not good," recalled Camarena, a Capistrano Beach resident.

Kaden said he wants to return to San Mateo Campground – a little more savvy now about the sign at the entrance that warns to be cautious of rattlers.

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## *What is Ready?*

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## *Be Ready Don't Get Ready*

By Bill Goldfeder

By now, hopefully you have heard about the man whose Jet Ski broke down in NYC's Jamaica Bay last weekend. So he swam three miles to JFK airport, and then was able to climb an eight-foot "security" fence and ran across two runways...and he was not detected until he approached an airline employee for help. Just last year, another man was able to swim through Jamaica Bay and scale that very same fence before making his way - totally undetected - to the airport's jet fuel storage area. As you may know, JFK, LaGuardia and Newark Int'l Airports are run by the very powerful and pretty much self-supervising NY/NJ Port Authority.

The system that was supposed to catch those "intruders" is called the "PIDS" project, using motion detectors and cameras, and is supposed to make JFK impregnable to both trespassers and potential terrorists who approach by water. It's long been plagued by delays and cost over-runs. And it apparently doesn't work.

One article had one of the current bosses at the PA blaming one of the past bosses for the problem. The buck stops, er, ummmm...over there. Forget that.

So what's this got to do with Firefighters? Another wonderful lesson learned.

You can spend all the money in the world on whatever, but if it doesn't work, you have essentially pized the taxpayers money away and failed to meet the goal. But forget that-in this case, if the "jet skier" turned out to be a bad guy, he could have killed a bunch of people. And cops. and firefighters. Stretching the imagination? Never forget.

So now break this down to the most basic level of what Fire Departments do...a FD's mission is to be ready. Ready. For whatever. Just be ready.

When we are ready-things usually work out pretty well. When we aren't, the endings often suck.

Ready at what? Whatever. Whatever someone could call 9-1-1 and say they need fixed really fast. Their bedroom is on fire. Their uncle is choking. That green stuff is leaking. People are trapped in a car. They smell gas. Their home is full of smoke-on the 19th floor.

Being ready doesn't mean sitting around waiting for the run. Ready means using all the time we possibly can before that run comes in to prepare for the run. Which run? Any run.

See above.

Be it a staffed or unstaffed firehouse, being ready takes on numerous levels-but since the above JFK story is about EQUIPMENT being ready, we'll focus on that.

EQUIPMENT being ready. Checking Equipment. One of the most bs'ed tasks we are responsible for.

## Ready (Cont.)

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Billy Goldfeder

Thermal imagers, JAWS, nozzles, radios, tools, bunker gear. Whatever you may need when they call you for help. And while some in our business like to just "check off" the box and not check anything-"because there were no runs since the last time it was checked" doing that is pure laziness, dangerous and criminal.

There was a dwelling fire a few years ago when the Captain and a FF pulled a handline off their engine to start hitting the fire. The problem was that it was missing the nozzle. They figured that out once they got to the back door to make entry. Now what? The "thumb on the hose" won't work real well like it does on the garden house, Sherlock. Another time a crew was brought in for their thermal imager - and the batteries were dead when they got inside. No, no good. No doubt you have stories of your own. You, us, me - we all do.

In firehouses doing numerous fires-the "good companies" automatically develop the need to INSURE the saw will definitely start. The hoseline absolutely has a nozzle. The TIC is charged up and working. The radios work. It's because the repetitive nature makes it almost second nature. The Firefighters "get it"-and the bosses do as well. Same with busy rescue companies. Busy EMS units etc.

The challenge is when we are not so busy (which is pretty much any firehouse, at various times) or when we use a tool infrequently (as is the case with so many tools we carry) it's easy to "blow off" the need to insure "that" tool will work each time, every time without fail. Imagine you and your crew make a run and whatever is needed to make a difference doesn't work because it wasn't checked. Maybe some members are trapped and you and your tools are expected to get them out. Oops. You transmit a MAYDAY and you forgot to check your radio batteries before having coffee. The boss needs your crew to vent the roof immediately and your saw is out of fuel. You pull up on a car fire and the booster tank wasn't filled from the last run.

Whatever it is, check it. Make sure it works. Make sure it can be counted on. It's not easy. It's easier to watch Family Guy or play Angry Birds. Make sure "whatever" works, so that when it's needed-it does work. Whatever is any piece of equipment on any apparatus you may have to ride on. Every tool. Every battery. Every switch. Whatever.

The Port Authority of NY/NJ "stumbled" on the fact that their catrillion dollar taxpayer bought equipment failed miserably. Twice. Luckily it wasn't a bad guy that helped them find out. At least not this time. Thanks to the Port Authority of NY/NJ we are reminded of that stuff needs to be checked. Thoroughly checked. Checked as in having an "official someone" walk across the "protected" areas and see if the thing works. Nothing is "self" testing-forget that. USE the equipment in the way it's supposed to be used to make sure it works. Flow the nozzle. Start the saw. Transmit the radio. Whatever. The next to last thing any of us want, is to find out it doesn't work. The last thing you want is to find out is that it won't work when it's you that's counting on it.

A professional is someone who can do his best work when he doesn't feel like it.

- Alistair Cooke

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## Back in the Day

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Tom Shand

## Early Modern Navy Apparatus

By Tom Shand



Photo by Jack Calderone

During the 1970's the U.S. Navy acquired predominately custom chassis pumpers to replace the older conventional chassis apparatus where personnel would have to ride on the rear step. In 1975 the Navy placed into service 52 pumpers built by Fire Trucks Incorporated of Mount Clemmens, Michigan. The design of these pumpers became the blueprint for future engine company apparatus with diesel engines, automatic transmissions and rear facing jump seats for the crew.

The order was evenly split using both the Duplex R-200 and Pemfab 2500 two door canopy cab chassis. The Pemfab cab varied slightly using dual headlights on the cab front together with a small window ahead of the cab door on each side. These units were powered by Cummins V-555 diesel engines rated at 235 horsepower with Allison MT-643 four speed automatic transmissions. With a wheelbase of 172 inches these pumpers were more maneuverable than the earlier commercial chassis, however the new cab ahead design required some getting used to when operating in tight areas.

The fire pump was a Waterous two stage rated at 750 gpm with a 500 gallon steel water tank. The engines were equipped with a Feecon around the pump Class B foam system with a 40



Photo by Glenn Vincent

gallon foam tank located above the fire pump. By comparison to today's engine apparatus with full height body compartments these units were equipped with two single door hinged compartments on each side of the body with a larger double door compartment at the rear step.

Over the years several of these pumpers were modified by department members to meet local needs. The Lakehurst Naval Air Warfare Center rebuilt their FTI pumper with a crosslay hose bed in the walkway area, mounted a wagon pipe on the roof of the cab and added stainless steel grillwork to the front of the cab similar to a Mack CF apparatus. Navy property number 73-02463 was assigned as Engine 4 at NAS Key West and was modified to carry a single twenty foot length of hard sleeve for use in drafting from cisterns located on the base.

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## *In the Day (Cont.)*

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Engine 4 carried FTI serial number 2500-11 and served as a reserve pumper at Key West until the mid-1990's.

All of these pumpers were originally delivered in a chrome yellow paint scheme with several engines being rebuilt using local resources and repainted in a white over lime green livery. Several of these pumpers were acquired by municipal fire departments and placed into front line service including one unit which served at the Gateway National Recreation area in Sandy Hook, New Jersey.

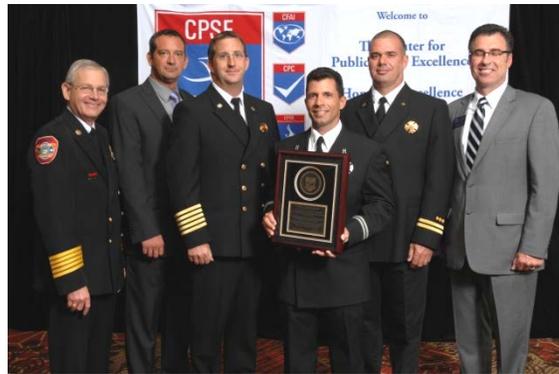
Future U.S. Navy pumpers were built with high side body compartments, flow meters, triple crosslay hose beds and pre-piped deck guns as a result of the feedback and experiences with the FTI pumpers.

## *CFAI News*



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### *Four DoD Agencies Accredited*



The Commission on Fire Accreditation, International (CFAI) convened in Denver, Colorado on 1-2 August. Twenty eight fire/rescue agencies were represented. During twelve hours of deliberations, thirteen agencies received their Accredited Agency Status, three of which are Department of Defense fire agencies; thirteen received

Reaccredited Agency Status, including one DoD agency, while two received Deferral Status.

"This process embodies a pursuit of excellence within the fire industry; measure each and every aspect of your organization and benchmark your findings towards continuous quality improvement. We are seeing more and more organizations who meet these industry challenges and institutionalize the core values of accreditation into how their agencies are managed, and for that the Commission remains proud to refer to them as internationally accredited fire departments." says Chief Allan Cain (Cary NC), CFAI Chairman.



Accredited Agency Status was approved for NAS JRB New Orleans, LA (pictured above), Marine Corps Base Camp Lejeune, NC (pictured below), USAG Fort McCoy, WI, and. Reaccredited Agency Status was also approved for Pacific Missile Range Facility, Kekaha HI

Congratulations to each of these agencies.

## SA Matters!

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## The Impact of Stress on Situational Awareness

By Rich Gasaway, PhD.

This is the second in a collection of eight articles from Situational Awareness Matters! ([www.SAMatters.com](http://www.SAMatters.com)) focused on stress.

### Types of stress

In this episode we'll discuss three types of stress: Acute stress, episodic acute stress and chronic stress. First responders can, and often do, experience all three. Stress can impact firefighter situational awareness and, equally concerning, stress can have devastating long-term impacts.

As I was doing my research for this segment, I had more than my share of flashbacks from my thirty years on the line. Responders are aware of the stresses that come from doing this job. Crawl into a burning building and you're going to feel stress. Deal with a traumatized human body (especially a child) and you're going to experience stress. Ride in a vehicle in heavy traffic during an emergency response and you're going to feel stress.

However, some responders don't realize when they're feeling stress because stress doesn't always feel like, well, stress. Endorphins and adrenaline stimulate the brain (in preparation for Fight or Flight). This stimulation can cause you to feel excited, not stressed. Firefighters exit a structure after successfully extinguishing a fire. VICTORY! They high-five. They back-slap. They've slayed the dragon! They are excited. They are also stressed. Let's examine three kinds of stress.

### Acute stress

The most common form of stress you are likely to experience in your daily lives is *acute stress*. It manifests from things that have happened recently or from things that are about to happen (stress from anticipation). So long as the amount of acute stress is limited, it may cause you to feel excitement or exhilaration. However, large doses of acute stress is not exhilarating. It's exhausting.

I experienced both ends of the acute stress spectrum this past summer while on a family vacation to Cedar Point Amusement Park. There, I got to ride an amazing roller coaster called Top Thrill Dragster. 'Keep your arms down, head back, and hold on' are the last words I remember hearing before I was launched down a track to 120 miles per hour. Then I was vaulted 420 feet into the air and back down again. Start to finish it was 17 seconds of sheer terror.

I was experiencing acute stress. But it sure didn't feel like stress. I LOVED IT! While waiting in the 1.5 hour long line to get on the ride I observe the faces and heard the screams of the stressed riders preceding me. This anticipation added to my level of acute stress.

As the day went on and I rode more and more roller coasters I started to experience the physical and psychological symptoms of my stress. I got a tension headache, an upset stomach, my muscles were aching and much to the distain of my kids, I had become irritable. I had been overexposed - you might say I *overdosed* - on acute stress.

## SA (Cont.)

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Rich Gasaway, PhD.

Because of its short-term nature, acute stress doesn't have enough time to do the extensive damage associated with long-term stress. Symptoms of acute stress may include:

Anger	Jaw pain	Diarrhea	Heart palpitations
Irritability	Muscle tension	Constipation	Dizziness
Anxiety	Stomach aches	Irritable bowel syndrome	Migraine headaches
Depression	Heartburn	Elevation in blood pressure	Cold hands or feet
Tension headache	Acid stomach	Rapid heartbeat	Shortness of breath
Back pain	Flatulence	Sweaty palms	Chest pain

Because the list is so extensive and the symptoms can result from many other conditions, it is common for the symptoms of acute stress to be attributed to other causes.

Anyone can experience acute stress at any time. But first responders are, by the nature of their work and working conditions, are more likely to experience acute stress. The good news is, acute stress is highly treatable and manageable.

### Episodic acute stress

Episodic acute stress occurs in people who suffer frequent bouts of acute stress. People in this category are often referred to as having lives filled with chaos and crisis. Always being in a rush. Always worrying about what can go wrong. Always being in an environment that is in disarray. Having high demands place in them (by others or their own expectations) can all attribute to episodic acute stress.

While a first responder's personal life may not be filled with chaos and crisis, he or she can be exposed to much more than the average person's quota of stress. Chaos and crisis, being rushed, worrying about things going wrong (for their own safety and the safety of those they are serving), working in rapidly changing environments and having high demands being placed on them (by elected officials, bosses, peers, and customers) are all part and parcel to the normal environment of a first responder. Even where a first responder has his or her personal life in order, the job itself can create episodic acute stress.

Imagine a person being in an environment that is excessive noisy, or bright, or cold, or windy. Repetitive and/or lengthy exposure to those elements is going to create stress. First responders who are repetitively exposed to lights and sirens, harsh environments and psychological trauma may suffer from episodic acute stress from repetitive and/or lengthy exposures.

The symptoms and consequences of episodic acute stress can include:

Being over aroused	Anxious	Feeling (and acting) rushed	Hypertension
Short tempered	Tense	Abrupt	Chest pains
Irritable	Nervous energy	Hostile	Heart disease

Ironically, being exposed to someone exhibiting the symptoms of episodic acute stress can, in turn, increase the stress levels of those within their circle of influence. It can truly be a vicious circle.

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### Personalities

Episodic acute stress can be compounded by 'Type A' personalities. Type A's are known for being competitive, impatient and having an ever-present sense of urgency to everything, Type A's are often aggressive and seemingly hostile - sometimes mildly, sometimes not.

Research into the cardiac impact of stress has revealed Type A's are far more likely to develop coronary artery disease as compared to the more docile, laid-back, relaxed 'Type B' personality counterparts. For better or worse, the action-oriented, fast-paced, high adrenaline rush inducing environment of public safety is a magnet for Type A's.

Episodic acute stress can be manifested from chronic worry also. First responders can be lulled into worrying about the unfavorable outcomes of everyday situations because they are exposed, repetitively, to people who are experiencing unfavorable outcomes in the throws of living everyday lives. For example:

A mother and her young son are walking down the sidewalk. An inattentive driver veers off course. The mother sees the car and instinctually jumps, avoiding being struck. But her seven year-old son is struck by the car and suffers major head and thoracic injuries. He may not survive. Traumatic for the family. Traumatic for the inattentive driver who cause the accident. And traumatic for the first responders - police, fire and EMS who had to manage a crisis they did not create.

The world we live in can be dangerous and bad things can happen with no forewarning. First responders see the consequence of this almost daily and it can not only have a cumulative effect, it can make the responder overly worrisome about the same consequences occurring in his or her own life or to his or her loved ones. This can contribute to stress-induced anxiety and depression.

Unlike acute stress which is short term and relatively easy to manage, episodic acute stress requires intervention that can include help from professional therapists. Treatment can last months or years.

### Lifestyles

The first responder's lifestyle - always being in the fast lane of life and the middle of the action - can be addicting. It can become ingrained and habitual. The responder may see nothing wrong with their 'pedal to the metal' lifestyle. They may never be able to see the impact stress is having on them. If they do see it, they're likely to blame it on one someone else or on external events.

Pride and ego can also be a factor. A responder is used to being a care-giver, not a care-receiver and may be too proud to ask for help. He or she may also simply concede that the stress of their job is just part of who they are and what they do and resign themselves that nothing can be done about it.

Victims of episodic acute stress can be very resistant to admitting they have a problem and very resistant to changing anything in their lives to fix the problem. If their job-stress is compounded by (or maybe even exaggerated by) obesity, alcohol abuse, smoking, and/or a sedentary lifestyle, they may be very stubborn to change habits or seek help.

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### Chronic stress

Chronic stress is never thrilling and never exciting. It eats away at you every day, year after year and it can be tremendously destructive. Chronic stress occurs when a person is in a repetitively stressful environment can't see any way out of their situation. They feel trapped - so hopeless and so helpless they'll actually give up on trying to find a solution.

The chronic exposure to stress over long periods of time can lead to desensitization. The stressed individual may become so accustomed to being stressed that they no longer feel stressed. They're numb. They can, however, still feel the excitement and exhilaration of acute stress because acute stress is novel (new) while still ignoring the chronic stress.

Left undiagnosed and untreated, chronic stress can lead to depression and suicide. The occurrence of a first responder suicide is very painful for responders. We're all taught to be care-givers, to help others and when we lose one of our own we can feel tremendous guilt and remorse that we could not see it coming. Sometimes there are signs and symptoms, often times there are not. Sadly, a person can become so used to the feeling of chronic stress that he or she will actually feel uncomfortable when not in their stressful environment.

I have seen this. Ok... I have experienced this. There have been many times when I was so stressed at work that I needed a vacation and took one. While on vacation I felt uneasy and, for reasons hard to explain, yearned to be back at work in the very pressure-cooker environment I took the vacation to get away from. I had become comfortable in my chronic stress environment.

My personal wake up call came when I retired from active public service. It was hard to be out of the stress environment. I felt lost for weeks. But then something amazing, almost magical, started to happen to me. My migraine headaches went away. My tensed muscles relaxed. My acid reflux symptoms ceased. I slept through the night. I'd never felt this level of relaxation anytime in my 30 years of public safety service.

Looking back, I was a heart attack or stroke just looking for a place to happen. The denial of my stress, coupled with my sedentary lifestyle had led to morbid obesity, high cholesterol, hypertension, acid reflux, sleep apnea, shortness of breath, blurred vision and excessive flatulence.

I've lost 60 pounds and every symptom has resolved... except one. I blame the broccoli.

*The content of this article was adapted from research conducted by Drs. Lyle H. Miller and Alma Dell Smith.*

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.

Visit <http://www.samatters.com/> to read more, sign up for RSS Feeds and the SA Matters newsletter.

## 2013 Per Diem

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## GSA Freezes Per Diem Rates At 2012 Levels

By Kellie Lunney

Government travel per diem rates will not change in fiscal 2013, according to the General Services Administration.

GSA announced Tuesday that it will freeze fiscal 2013 travel reimbursement rates for lodging and other related expenses at fiscal 2012 levels. The move is part of the Office of Management and Budget's directive to agencies to decrease all travel spending in fiscal 2013 by 30 percent compared to fiscal 2010.

"By keeping per diem rates at current levels, we are supporting federal agencies in controlling costs and ensuring that taxpayer dollars are used wisely," acting GSA Administrator Dan Tangherlini said in a statement.

GSA establishes per diem rates for lodging, meal and incidental expenses in the continental United States. A standard per diem is applied in locations less commonly traveled by federal workers, while nonstandard areas frequently visited are granted individual rates based on the average daily industry rate.

The standard lodging rate, which covers hotels in 2,600 counties nationwide, is currently \$77 a night and the standard per diem meal rate is \$46. Lodging and meal per diem rates vary according to region and time of year, however. For example, 2012 lodging rates for Washington range from \$183 to \$226; in New York City, the lodging per diem ranges from \$204 to \$295. The 2012 per diem meal and incidental expenses rate for Washington and for New York City is \$71.

Fiscal 2013 per diem rates take effect Oct. 1.

Freezing the per diem rates at fiscal 2012 levels is less harmful than one of the alternatives, said Shawn McBurney, senior vice president of governmental affairs at the American Hotel and Lodging Association. GSA reportedly was considering changes to the methodology it uses to calculate lodging rates for government travelers. Hotel and lodging industry officials warned that lower per diem rates would mean fewer choices for federal travelers, particularly in more expensive urban areas. "It could have been a lot worse," McBurney said.

McBurney said it's not clear yet what kind of impact freezing the rates will have, especially since per diems are just one part of the overall federal travel spending picture. OMB's directive to decrease travel spending also affects training and conference budgets. McBurney said freezing per diem rates could mean fewer options for government travelers in areas where lodging expenses increase next year. But it might not make a difference if the government cuts back overall on travel, he added.

GSA has been under fire during the past several months for lavish spending on conferences and other travel billed to taxpayers.

The Veterans Affairs Department is the latest government agency to face an investigation into its conference spending.

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**ESAMS Update**

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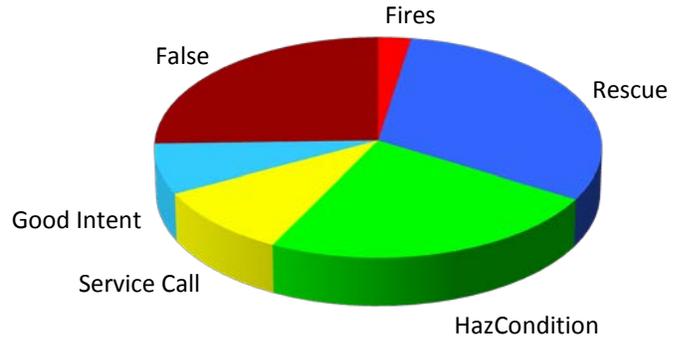
**ESAMS Corner**

By Clarence Settle, ESAMS Fire Technical Support

**July 2012 Statistics**

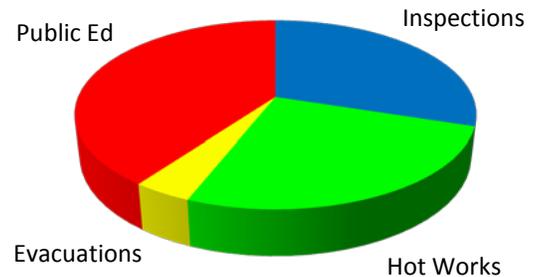
**Operations**

Total Incidents – 6,766  
 Fires – 170  
 Rescue & EMS – 2,096  
 Hazardous – 1,596  
 Service Call – 665  
 Good Intent – 492  
 False Alarm – 1,714



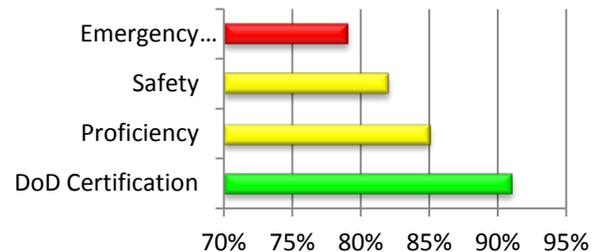
**Prevention**

Fire Inspections Completed – 3,360  
 Hot Work Permits Issued – 2,926  
 Building Evacuation Drills – 452  
 Public Education Contacts – 4,488



**Training**

Emergency Management - 79%  
 Safety Training – 82%  
 Proficiency, Skills, & Practice – 85%  
 DoD Certification – 91%



**F&ES On Duty Mishaps Report**

Mishaps Reported – 28  
 Total Lost Work Days – 180

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## *F&ES POCs*

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