



# What's Happening

*Navy Fire and Emergency Services Newsletter*

## Protecting Those Who Defend America

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Email the Editor:

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### From the Editor

2013 was quite a momentous year for Navy Fire & Emergency Services; we observed the tenth anniversary of the establishment of CNIC and the shift from installation-centric to region-centric F&ES. That was just a little rough, right? But we made it okay and are actually in much better shape than we were in 2003.

Our vehicle fleet is the envy of the DoD fire service as well as many municipal departments. We've replaced all of our Ameritek crash trucks with brand new, or refurbished to a new condition, crash rigs; we have a robust vehicle modernization and replacement program in place, and there's not much complaining about trucks any more. Your input had a lot to do with that! We appreciate any constructive criticism and try to incorporate as many of your recommendations as practical. After all, you are the end user and your voice is important to us. If you see something you think needs improvement or change, let us know and chances are your change will be included in the next spec.

We successfully implemented the new OPM classification standard in 2006 which essentially gave everyone a pay raise and finally recognized HazMat and EMS credentials as professional milestones and not simply a training class. We also wrestled with the unintended impacts on special retirement coverage and continue making progress on that front each week.

The USS MIAMI fire created major changes to Navy F&ES response to shipboard fires. Shipboard firefighting is now a core mission rather than a support function. Subsequently, Navy F&ES was spared the budget axe and we actually added firefighters to our major shipyards. Some of those additions were manifested by not making projected cuts and some involved hiring new folks. At the end of the day the US Navy is in much better position to deal with a major fire on a submarine, and is paying much more attention to the codependency of Navy F&ES and ships forces from all classes of ships.

This year also marked CNIC's physical move into the historic Forge Building on the Washington Navy Yard, bringing our entire Washington, DC based headquarters staff under one roof for the first time. A highlight for the Navy F&ES HQ staff is that we have windows for the very first time!

*Supporting the Fleet, Fighter, and Family*



## From the Editor (Cont.)

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Of course our world changed dramatically on 16 September as we watched the active shooter incident unfold outside those windows. While we were not directly threatened, the gunman committed his crimes in a building only one block away from ours. We downplayed the impact on us that day and channeled our sympathies and empathies to the people in Building 197, but I can tell you that my heart skips a beat today whenever a crowd of people passes by our window or a helicopter flies past. We must all remember the families and loved ones of those murdered as they observe the first Christmas since that awful day.

Late last month we got word that Penton Publishing was going to shut down FIRE CHIEF magazine after 57 years; an unbelievable turn of events. I e-mailed Janet Wilmoth, the Associate Editor to see if this was a hoax or a reality and she confirmed our worst fears. FIRE CHIEF published its final issue. I could find no words of comfort, however, I did reach out to Janet and Chief Ronny Coleman to offer space here for their voices to be heard. I hope they take me up on that offer.

And now we look forward to 2014 and a whole new set of challenges and, we hope, more improvements in Navy F&ES. Thanks for a memorable 2013.

The CNIC HQ N30 crew wishes you a very Merry Christmas and Happy New Year!

- Rick (and Carl, Gene, Chris, Lewis, Senior, and Adam)



## Combs Cartoon

### The Carving



**OFF DUTY RULE: NEVER LET A TRUCKIE CARVE THE TURKEY!**

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## Last Alarms

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## TCOoO Update



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## Last Alarms

The USFA reported 96 deaths to date in 2013. The following line of duty deaths were reported since we published our last issue:

**Russ Gow** ♥

Age: 58  
Factoryville, PA

**Charles Pierson** ♥

Age: 76  
Kenna, WV

**Matt Frantz** ♥

Age: 42  
Duluth, MN

**Terry Guss, Sr.**

Age: 72  
Zanesville, OH

**Jeff Little**

Age: 50  
Waycross, GA

### 2013 Totals

♥ 39 (40%) 🚒 13 (13%)

♥ 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 23 DoD firefighters in the Taking Care of Own program.

Name	Location	Point of Contact
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.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	Alexis.A.Rivera8.civ@mail.mil
Peter Giles	Kirtland AFB, NM	Curtis2.Ray@kirtland.af.mil
Christopher Lumpkin	Fort Belvoir, VA	Joyce.R.Peck.civ@mail.mil
Chris Burke	Fort Wainwright, AK	David.Halbrooks@us.army.mil
Christopher Matthews	Portsmouth NSY, NH	Marc.J.Smith@navy.mil
Annie Sands	Altus AFB, OK	Nils.Brobjorg@altus.af.mil
Mark Davis	JB Langley-Ft Eustis, VA	Dale.E.Hankins.civ@mail.mil
Michael McClure	Niagara Falls, NY	Peter.Stein@us.af.mil
Russell Reynolds	Niagara Falls, NY	Peter.Stein@us.af.mil
Richard Jefferson	Kirtland AFB, NM	Curtis2.Ray@kirtland.af.mil
Thomas Trost	Wright Patterson AFB, OH	David.Warner@wpafb.af.mil
Eric Schafer	Eglin AFB, FL	Kevin.Remedies@eglin.af.mil
Jeff Noel	Ft Campbell, KY	Charlotte.M.Epps.civ@mail.mil
Stephen Garman	Fort Detrick, MD	Katherine.M.Szamier-Bennett.civ@mail.mil
Robert Meola	DES Susquehanna, PA	Henry.Hoffman@dla.mil
Keith Lacoy	Virginia Beach, VA	Marc.J.Smith@navy.mil
David Gill	NAS Fort Worth JRB	Allen.Almodovar@navy.mil
Melvin Wilson	NAS Fort Worth JRB	Allen.Almodovar@navy.mil



## **Richard Troglia**

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## **Donald Scamihorn**



## **Youichi Sasaji**



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## **Retired CBC Port Hueneme Fire Chief Passes Away**



Richard Peter Troglia, 78 passed away on 17 November 2013. He was born in Chicago IL to Peter and Florence Troglia. After graduating high school, Richard joined the U.S. Navy, proudly serving on submarines and as a Naval diver. He began his career as a federal fire fighter at Ewa Beach, HI and later served at Commander Fleet Activities, Yokosuka, Japan. Further efforts brought him back to Pearl Harbor, HI, where he was a supervisory firefighter. Shortly after he was promoted to Fire Chief then moved to the Naval Construction Battalion Center in Port Hueneme, CA. He was a highly respected Chief whose leadership and guidance are still remembered. He retired in 1996.



## **Retired Fort Knox Captain Passes Away**



Donald Gordon Scamihorn, 53, of Elizabethtown, KY died Saturday, 2 November 2013, at Hospice Inpatient Care at Norton Hospital in Louisville, KY.

Until his death, Don's greatest joy was spending time with his family. And it was their greatest joy to spend time with him.

He often talked about his hometown of Brooklyn, IN, and was a graduate of Martinsville High School, class of 1979. He was married for 31 years to the love of his life, and they lived in Brooklyn until 1995.

Don retired in 2012 from the Department of Defense Fort Knox Fire Department as a captain after 24 years of devoted service.

He kept to his values of work hard, share what you have and do unto others as you would want them to do unto you.



## **Navy Region Japan Firefighter Answers Last Alarm**



Sad to announce a member of our CNRJ F&ES family passed away. Interpreter/Fire Truck Driver Youichi Sasaji, 44, dedicated over 18 years of services mentoring firefighters and helping forge strong relationships with our host nation counterparts.

Mr. Sasaji recently returned to duty from a long battle with cancer. He returned to the hospital on 1 December and was reported to be feeling better. He passed away around 10 pm 2 December 2013.

## *Hawaii History*

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King David Kalakaua

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## *Prevention Division Visits Iolani Palace for Training*

By Fire Inspector Angela Sanders



On 15 November 2013, the Fire Prevention Division of the Navy Region Hawaii Federal Fire Department had the privilege and honor of visiting Iolani Palace. The palace is one of Hawaii's most iconic historic buildings and one of the last remaining royal palaces from the Hawaiian Monarchy on the Island of Oahu. The purpose of the visit was to exchange application of code enforcement in jurisdictions across Federal, State, City and County entities.

Historical structures and site access were topics presented as part of required proficiency training standards. The Prevention Division toured the facility and discussed the different types of Fire Protection features required for historical buildings in past and present time.

Iolani Palace is the only royal palace in the United States used as an official residence by a reigning monarch and was designated as a National Historic Landmark in 1962. After the monarchy was overthrown in 1893, the building was used by a series of successive governments (provisional, republic, territorial, military, and state) until the State of Hawaii Capitol Building was built in 1969. In 1930, the interior of the Palace was remodeled, replacing wood framing with steel and reinforced concrete. After nearly a decade of complete restoration, the Palace opened to the public in 1978 as a museum and historic site. King Kalakaua was one of the last reigning monarchs who was also an avid fire connoisseur. He visited New York and returned to Hawaii with the latest advances in fire technology for his kingdom and initiated the first Fire Department in Hawaii.

Today the Palace is managed by the Friends of Iolani Palace, a non-profit organization. The City and County of Honolulu Fire Department is the unit assigned to this property but can only issue fire and life safety recommendations because the property is owned by the State of Hawaii.

Due to funding and the constant dilemma of enforcing the preservation of the priceless artifacts, the fire protection features and fire prevention measures are minimal. Water is a definite detriment to these artifacts yet necessary to the suppression of fires. Infrared detectors and a clean agent FM200 system was suggested, however, they are too costly to purchase and install. The Friends of Iolani Palace determined through numerous risk analyses to keep current measures in place until funding is available.

"I would like to send a warm Mahalo (thank you) to the Friends of Iolani Palace for having us at this sacred place of spiritual value for the Hawaiian people" said Fire Inspector Pat Allen.

## *Hawaii (Cont.)*

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## *Wounded Warriors*



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The Federal Fire Department Fire Prevention Division is comprised of civilian and military Fire Inspectors. Their goal is "To minimize the loss of life, property, and damage to the environment on all military property and installations caused by fires, through education. To promote awareness and to educate the public and military community to which we serve"

As part of the education process, the Fire Inspectors are required to accomplish annual proficiency training topics to maintain education consistency of performing required duties as a Fire Inspector. This training is used to refresh, introduce, and promote new ideas to help in the development of the vast technology that continues to grow in the Fire Protection and Prevention industry.

Regional Fire Chief Fletcher Dahman stated "this joint training is another example of the cooperative approach to fire protection by all departments and their personnel here in Hawaii."



## *Call Center Connects with Wounded Warriors*

By Patty Babb, Navy Wounded Warrior - Safe Harbor

The Navy Wounded Warrior (NWW) - Safe Harbor call center - which connects people to the catalog of services provided by the Navy's sole wounded warrior support program - received more than 1,100 calls throughout its first year of operation.

Established at the start of Fiscal Year 2013, the call center is based in Millington, Tenn. Representatives field telephone inquiries 24 hours a day, every day of the year. It is the first call center dedicated exclusively to the Navy's wounded warrior program.

"The call center is a critical benefit for the wounded warriors enrolled in our program, and for service members with health concerns who may need to be enrolled," said NWW Deputy Director Merissa Larson. "It ensures that, regardless of the date or time of their calls, and regardless of the status of their cases, wounded warriors can connect to a trained professional whenever they need assistance."

The NWW call center can be reached at 855-NAVY WWP (628-9997). Sailors and Coast Guardsmen may self-refer to NWW, or be referred by a family member, their command leadership or their medical team.

The call center is staffed by three HIPAA (Health Insurance Portability and Accountability Act)-certified professionals, who use customized intake forms to capture the details of every call. Additionally, the call center staff will soon receive in-depth training on various NWW programs and services to better equip them to answer any type of inquiry they may receive.

"Call volume continues to increase every month, and the call center's capabilities are expanding. We hope to continue to spread the word about the call center and encourage people to use it whenever a need - large or small - may surface," added Nelson.

To learn more about NWW or Warrior Care Month, call 855-NAVY WWP (628-9997), email [navywoundedwarrior@navy.mil](mailto:navywoundedwarrior@navy.mil) or visit <http://safeharbor.navylive.dodlive.mil>



## Professionalism

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## Professionalism/Credentialing Past and Present

By Stephan D. Cox, CFO, CEMSO, CTO, FM, CFPS, MIFireE, Regional Fire Chief CNRMA



Nine years ago Chief Bill Killen, Director Navy Fire & Emergency Services asked me to accept a position as the Department of Defense representative on the Chief Fire Officer Designation Commission. My acceptance of the appointment provided me the opportunity for growth and development professionally, to work with individuals committed to make emergency services better, to expand credentialing opportunities for persons throughout the emergency services, to grow the Commission's programs and representation, and to make new friends throughout the country.

The vision that created the Commission on Fire Accreditation International and Chief Fire Officer Designation expanded to establish the Center for Public Safety Excellence (CPSE). The Chief Fire Officer Designation rolled under the newly established Commission on Professional Credentialing. The CPSE offers additional programs and activities for departments and individuals.

The Commission revised the Chief Fire Officer Designation as well as introduced new programs to assist personnel in their career development. Chief EMS Officer (CEMSO), Fire Officer (FO), Fire Marshal (FM), and Chief Training Officer (CTO) designations were adopted and the Chief Fire Officer (CFO) designation was revised. Each program is designed to evaluate the applicant's training, experience, and education.

The definition of *certification* is "the state of being certified such as the completion of education or training." *Designation* is a name or title, defined as "to characterize by coupling training, education, experience, and application."

Applicants meet eligibility requirements for the designation by submitting an application. The application provides an opportunity for the applicant to articulate education and experiences for technical competencies. Peer review personnel evaluate the information provided for applicability to the professional competencies required by the designation, accuracy and completeness. A complete application with recommendation by the peer reviewers is then forwarded to the Commission for evaluation, approval, and designation.

During my tenure on the commission I have had the opportunity to learn from many of the applicants that I refer. I see how their training and formal education layered with life experiences shape their contributions to the emergency services environment. These outstanding professionals are leaders in their agencies, and don't just sit back on the accomplishment of a designation or departmental accreditation: they continuously strive to improve themselves and their organization.

I believe we as emergency service leaders must make professionalism our top goal, via the processes of personal credentialing and departmental accreditation. As we work to accomplish this goal we set the standards for our peers, leaders and departments, ultimately resulting in higher quality service to our communities.

## *Back in the Day*

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Tom W. Shand

## *Built Like a Mack Truck*

By Tom Shand



Over the years the U.S. Navy Fire and Emergency Services have called upon a number of manufacturers to provide rugged and reliable fire apparatus to protect the military and civilian assets at their installations. Companies like American LaFrance, Hahn, Maxim, Peter Pirsch, Ward LaFrance and others produced a number of apparatus.

Unfortunately, many of these manufacturers have disappeared from the marketplace leaving only vintage antique apparatus as a remembrance of their history.

Mack Trucks headquartered in Allentown, PA produced a large number of fire apparatus for the U.S. Navy dating back to early 1940's with the delivery of several E model open cab pumpers. In later years after the conclusion of World War II many Naval installations were in need of new apparatus to replace those units produced during the war effort. Beginning in 1954, Mack introduced the B model truck chassis for both commercial and fire service applications. Mack produced over 127,000 B model trucks including 908 fire trucks for use by both military and municipal fire departments.

The Boston Navy Yard was established in 1801 was one of the oldest shipbuilding facilities producing more than 200 warships and rebuilding others until its closure in July, 1974. During this time the fire department operated with a number of apparatus including a 1956 Mack B model pumper. This vehicle was one of 33 Mack engines produced for the U.S. government with 15 of these assigned to Naval installations.

These model B475CF pumpers were powered by a Chrysler eight cylinder engine rated at 204 horsepower with a four speed manual transmission. At that time Mack used Hale fire pumps exclusively and these units were equipped with two stage pump rated at 750 gpm with a 300 gallon water tank. The pumpers were built on a 168.50 inch wheelbase with an overall length of 23.5 feet.

In comparison to today's apparatus the pump panel was straightforward with controls for each of the four 2.5 inch discharges, booster reel and a pressure relief valve. As noted in the photo the crew was exposed to the elements with an open cab and personnel riding on the rear tailboard. Most units produced during this period were devoid of any compartments with tools and appliances mounted on the running boards and sides of the body. These Navy pumpers were among the first to be provided with both side and rear body compartments.

Conventional engine ahead apparatus began to fall out of favor as Mack introduced their C model cab in 1957 to compete with American LaFrance and other manufacturers who saw the advantages of the shorter chassis and increased safety for the crew with this design. Up until 1984 when Mack produced their last complete fire truck for Westbury, NY many departments relied upon Mack fire apparatus to protect their communities.

Photo from the collection of Ted Heinbuch

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## Mentoring

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## Leading Change in Your Department

By Thomas Thompson, Fire Chief, MCB Camp Pendleton

Today's fire service is full of traditions, some good and some bad. The mindset of many of our firefighters in all ranks today can come from an "old school mentality." For example, many long time fire service members transitioned into the job years before the tradition of hazing and intimidation towards "probies" was acceptable. Because that was the culture for them, often it's repeated for those coming after them. It is sad to say that this culture still exists today - maybe not as prevalent as years ago, but it's still there.

Today's Equal Employment Opportunity rules and regulations in line with human resources policies forbid this type of behavior. It takes effective leadership and supervision to make these cultural changes. The fire officer must separate the personal relationships he/she has for personnel whom they supervise if they are truly going to hold their folks responsible and accountable. Often too many times you hear, "Well that's just Bob... that's how he is." It takes a committed leader to sometimes "stand on an island" to make these difficult changes and adjust outdated policies with the understanding that not all employees will adjust as directed and/or agree with them. Ultimately it's the firefighter's health, safety and welfare that can be in question and in jeopardy. Our department members need to have their head in the game, ready to respond to our community needs, wanting to come to work and make an impact vice dreading their next scheduled shift and the abuse, as well as the purposeful hostility by some firefighters that "just don't get it."

Our fire service will never improve if we continue to maintain status quo. So many areas have changed for our fire service; the key is to coach, mentor and provide direct interaction with our members so they see that the old ways don't support our future fire service. Otherwise, their perceptions based on what others are telling them become fact. The chief officer should advocate change throughout the ranks, whether it is through policy, human resources, strategies and tactics, establishing programs that get the members involved, the list is endless.

I have found that embracing the CFAI model can lead to fantastic changes within an organization, as well as provide an avenue and roadmap to address those cultural shifts and changes necessary. I have worked for four DoD fire and emergency services departments now in my almost 30 years in which the last two utilized the CFAI self-assessment process and obtained accredited agency status. In one of those departments, a new fire chief came in and as I watched closely, took on the challenges he was directing and was lucky enough to be assigned and take responsibility for two CFAI categories. I had no previous training in the CFAI model, yet I wanted to be part of the change that was so sorely needed.

Ken Helgersen, my Fire Chief at the time, provided me with the feedback necessary to learn the process. Through his leadership, direction and management style of holding me accountable for planned time frames, I was able "see through the smoke" on what needed to be accomplished for our department.



## ***Mentor (Cont.)***

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I was now a department stakeholder; I built the programs based on the assessment and what was needed following the CFAI model. Being involved in something bigger prepared me to take on more challenges and I have yet to stop. With the right formula addressing needed cultural changes...the possibilities are endless!

Coaching and mentoring others in your organization to see how the department measures up to industry best practice is a huge tool when addressing the need for cultural change in your organization. This point takes me to CFAI Category 7, Human Resources; consider assigning those personnel that are “sitting on the fence” with regards to what was discussed above on the treatment of new members of the department the specific indicator that addresses the firefighter wellness program. I guarantee you once they author the description, evaluation, address the plan to get better and provide a way ahead for improvement, the eyes will start opening. In most cases, there will be a voluntary shift to the positive pulling away from the old culture and personal perceptions on what they believed as the right thing to do.

There are so many smart personnel within our ranks that are ready to take on challenges and get involved in making our fire service better. But as we all know, there is the 1% that no matter how you approach selling change and process improvement will not buy in and in fact try everything they can to throw a grenade into your efforts. When all else fails, disciplinary action must be taken to address these deliberate and unwanted behaviors. This is necessary for the chief fire officer; if you believe the culture will change by itself without your involvement and direction the organization will fail, your personnel will get injured or worse, die in the line of duty.

There are many great fire and emergency services departments in the Department of Defense, as evidenced by the number that are becoming accredited. I wrote this article based on my nearly 30 years of fire and emergency services experience. I simply ask that you take a good look at your department and ask “Is it time for change?”

Chief Thompson is one of the eleven CFAI Commissioners, representing DoD. The Commission represents a cross-section of the fire service industry and meets biannually to review all of the agencies applying for accredited status.

## ***On the Job - WV***



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## ***Winter Wonderland***



Naval Information Operations Command, Sugar Grove Firefighters CTR3 Jacob Amole, Brian Difalco, Chris Vernovi, and Paul Hartman observe two temporary employees package a fallen snowman for transport.

## On the Job - Mayport

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## Country Star Tim McGraw at Naval Station Mayport

By: Tom Lyszkowski, Station Chief, First Coast Navy Fire and Emergency Services



On 10 November 2013, country music star Tim McGraw and opening act Tyler Farr held a concert at Naval Station Mayport, Florida. This concert was free to active duty military, retirees, DoD civilians and their families and was broadcast live on the Pentagon Channel, [www.timmcgraw.com](http://www.timmcgraw.com) and YouTube.

The Veteran's Day weekend event saw over 20,000 people come aboard the naval station. The First Coast Navy Fire and Emergency Services, which is comprised of Naval Station Mayport and NAS Jacksonville, were tasked with overseeing the emergency medical and fire protection for this high profile event.

The department was involved in everything from pre-incident planning, stage and vendor locations as well as all the logistics surrounding the execution of such an event. Stage, lighting, vendors, portable generators, restrooms, parking, viewing areas, VIP areas, access and emergency egress, to name a few, were all evaluated to ensure the safety of the concert goers.

The department deployed Paramedics and Firefighters on medically equipped ATVs strategically located throughout the area during the event. A unified command post was established to create a central, easily located area for representatives from other commands such as base security and Navy Corpsmen to assist in any emergency response. Even though the actual emergency responses were few, the department was thoroughly prepared and trained to handle any size and type of emergency. And while many enjoyed the concert, the First Coast Navy Fire and Emergency Services were standing by on the sidelines, keeping true to our motto, *Protecting Those Who Defend America*.



## New Rigs



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## New Tower for WPNSTA Earle





## On the Job - DC

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## Navy Civilian Firefighters Save NASA Satellite

By Joseph P Cirone

Civilian firefighters and their leaders based at Joint Base Anacostia-Bolling (JBAB) helped save a \$450 million satellite, belonging to the National Aeronautics and Space Administration (NASA) from destruction.

JBAB firefighters were dispatched at approximately 1 p.m. to an outside fire at the Naval Research Laboratory (NRL).



Firefighters assigned to Engine 41; Truck 21; Ambulance 41 and Battalion Chief 41, joined forces with firefighters assigned to NRL-based Engine 43 to quickly extinguish the fire. Engine 42, based at the nearby Washington Navy Yard, also responded to the scene, but was not needed and was reassigned to another emergency call.

The firefighters found fire and smoke coming from the top of a tractor-trailer truck. Upon investigation, firefighters found fire originating from an environmental control unit (ECU), which was providing heat to a NASA Magnetospheric Multiscale Satellite (MMS) being transported on the trailer from NASA's Goddard Space Flight Center in Greenbelt, MD.

Firefighters extinguished the fire, while protecting the satellite from damage. The MMS was boxed and double wrapped during its transport to the NRL, where it was to undergo some testing, before a late 2014 launch, according to a NASA Goddard spokesman. All spacecraft must go through a series of rigorous tests before they are launched into space, according to NASA.

The ECU maintains the MMS in the right environmental state, including humidity, air filtration and temperature to protect its sensors, flight systems and other components, the spokesman said.

The MMS, one of four scheduled for launch, will investigate how the sun and Earth's magnetic fields connect and disconnect, explosively transferring energy from one to the other – a fundamental physical process that is known as magnetic reconnection, the spokesman stated.

While damage to the ECU was estimated at \$50,000, the quick response and actions of firefighters saved not only the \$405 million MMS, but more than a billion dollars in total for the American taxpayer, including the cost of the tests and the MMS, had it been destroyed, according to NASA and fire officials. NASA will inspect the MMS closer to confirm that its surface was not contaminated by smoke particles, the NASA spokesman explained.

## SA Matters!

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## Nine Dangerous Mindsets Part 9 – The Synergist

Welcome to this, the last of the nine part series on dangerous mindsets. From the feedback I'm getting, this series hit some chords with readers. I appreciate the kind words about my observations and the advice I've dispensed throughout this series. In this installment I'm going to talk about the Synergist – the person who seeks others who are like-minded and tends to side with their compatriot's point of view regardless of the presence of mounting evidence that refutes the position of the like-minded.

This can impact situational awareness because the synergist may be so hell-bent on agreeing with other like-minded individuals that he or she overlooks important clues and cues that indicate something may be going wrong. Let's explore this phenomenon.

### Synergy

Two or more things working together to achieve a result that is independently unobtainable. In the world of situational awareness this may manifest itself as two individuals who both have flawed situational awareness yet neither knows it and they agree on what is happening. Or, it could be that one responder has flawed situational awareness and it is combined with the accurate situational awareness of another responder, resulting in an overall diluted awareness of what is really happening.

### Groupthink

Groupthink is a psychological phenomenon where a group of individuals are so focused on the important task of reaching agreement or so concerned about avoiding conflict or confrontation that they agree simply for the sake of agreement. A responder arrives on the scene and makes an assessment that is not consistent with the next arriving responder.

The second, in an effort to reach agreement quickly or to avoid conflict simply takes the position of the first arriving responder and adopts it to be his or her own. This can be a very dangerous mindset because the second responder may very well see critical things that can impact scene safety but avoids speaking up because appearing agreeable or avoiding conflict is more important.

This phenomenon was, in part, to blame for the Space Shuttle Challenger disaster that occurred on August 19, 2005. If interested, here's a link where you can read more about the findings of the Presidential Commission Report on the Space Shuttle Challenger Accident. In a nutshell, there was so much pressure put on the launch team that the engineers who knew the "O" rings were not rated for a cold weather launch did not speak up. The shuttle launched. The rings failed. And history was made. Afterwards, the engineers admitted their awareness of the concern but noted they felt pressured to support the launch – to reach agreement and avoid conflict.



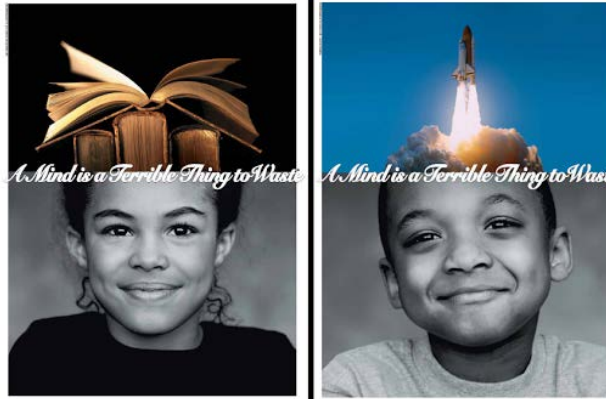
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### A mind is a terrible thing to waste



There are some people who will avoid conflict at all cost. They are either afraid of the dialog that will come from conflict, afraid of getting into trouble for speaking up or they have such a strong desire to get along that speaking up is not an option. They may be very smart yet do not speak up. This person may, or may not, after the fact give an indication that they knew things were going bad.

Sometimes a person can be so strong minded that their opinions influence others around them in damaging ways. They may or may not realize they have this effect on others. Those impacted by this type of person may think it's less confrontational to avoid disagreement or they may also be concerned if the strong minded person has former authority over them. Regardless, they choose synergy (harmony) over speaking up.

#### Association bias

Like minded people can also suffer from an association bias. This bias occurs when two or more people who associate with each other and like each other's opinions and find themselves feeling their decision is "more correct" because there is agreement about the decision. Apply this bias to situational awareness and a group who thinks they have a common shared situational awareness might assume it to be correct even though it may be flawed. This can be very hard to detect because everyone may be in agreement on what the situation is. When, in fact, some may have agreed only for the sake of being agreeable.

#### Birds of a feather

There's an old saying that notes 'birds of a feather flock together' meaning the like minded tend to congregate. This social tendency starts early in life and extends throughout. Elementary school students form 'clubs.' High schoolers form 'cliques.' College students form 'fraternities' and 'sororities.' Adults form 'organizations.' And seniors citizens form 'clubs' again... and so life cycles. Thus it should not be surprising that within emergency services organizations the like-minded find each other and congregate both on and off the job.



Where relationships are built, trust follows. This is not, fundamentally, a bad thing. In fact, it is for the most part, a very good thing. But trust should not be blind trust – not in this business. There's too much at stake. A person blinded by trust cannot form their own situational awareness because, well, they're blind.



## SA (Cont.)

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Rich Gasaway, PhD.

### Chief Gasaway's Advice

For the synergist, I recommend the approach that Ronald Reagan stated in his dealings with the Soviet Union: Trust, but verify. There is too much at stake for first responders to be caught in the traps of groupthink or association bias. For this mindset, awareness of its existence and open discussions among responders may be the best way to counteract it.

Once a leader acknowledges the potential flaws that can occur in situational awareness from synergistic views, it can be extremely valuable to express to subordinates how important it is to speak up and disagree. Agreement can help an organization accomplish great things and build momentum. But blind agreement can cause all the proverbial lemmings to follow the lead lemming off the cliff.

Some leaders measure their status in the organization by how often and how many people agree with their leadership decisions. Other leaders can become very defensive when anyone disagrees with them, leading the Synergist to follow blindly out of fear. It doesn't take too much imagination to see how an emergency scene can deteriorate into a catastrophe quickly when everyone is agreeing for the sake of agreement or out of fear. Important clues and cues, indicating the impending disaster will never be articulated by the Synergist. Look no further than the Space Shuttle Challenger disaster for an example of the sobering consequence of this dangerous mindset.

Dr. Gasaway is a fire service professional with 33 years experience, including 22 years as a chief officer and incident commander. He is considered to be one of the nation's leading authorities on public safety decision making and situational awareness in high-stress, high consequence environments. His programs are noted for providing strong content that are immediately usable by first responders. If there is anything I can do to help improve your situational awareness or decision making under stress, please contact me at: [Rich@RichGasaway.com](mailto:Rich@RichGasaway.com)



## FPWG Corner



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### Emergency Plans

Did you know that Emergency plans are required for high-rises, health care, ambulatory health care, residential board and care, assembly, day-care centers, special amusement buildings, hotels and dormitories, detention and correctional occupancies, educational, underground and windowless structures, and facilities storing or handling materials covered by NFPA 1- Chapter 60, or where required by the AHJ.

What is an Emergency Plan? OSHA indicates the purpose of an Emergency Plan is to facilitate and organize the employer and employee actions during workplace emergencies.

OSHA provides a simple Evacuation Plans and Procedures eTool @- <https://www.osha.gov/SLTC/etools/evacuation/expertsystem/default.htm>

NFPA 1 notes that no one generic emergency plan can adequately address the needs of all buildings. The AHJ has great latitude in establishing requirements that will result in the creation and upkeep of an emergency plan tailored to the needs of a particular facility. In addition, Emergency plans must be submitted to the AHJ for review when required by the AHJ and Emergency plans must be reviewed and updated as required by the AHJ.

## Eye of the Storm

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## Where Opportunity Lives

By Thomas McCaffrey, Fire Chief COMFLEACT Chinhae, Korea



Being a lifelong resident on the East Coast gives one the opportunity to become familiar if not comfortable with our perennial friends - hurricanes. Fortunately, with today's technology, we are rarely caught off guard. First the warning, then the warm wind, followed by the rain which crescendos forming sheets of blinding rain and bowing Maples, Oaks and Ash. Inevitably, most of

us are cognizant of what is coming but are rarely truly prepared. In spite of the unavoidable destruction, I am always amazed hearing the stories of bravery, hope and opportunities that peek from beyond the storm.

In very much the same way, this dramatic storm surge is indicative of today's life as a Federal Firefighter. The financial storm warnings have long been sounding, the winds of change have blown in over the last few years and now...the effects. Continuing Resolutions, Sequestration, hiring freezes, furloughs and the list may not end here. For the most part we knew of its coming but are we really prepared? Operationally, mentally, financially, are we gearing up for what we know is at our doorstep? We routinely take great effort in preplanning on the fireground to the point we can recite who-does-what, when they do-it and how it gets done. And yet in the face of this tsunami of change we seem to rarely move beyond "Sounding the Alarm"! Now is the time for individual preplanning, followed by action to fully prepare our brotherhood for the coming decade.

With this wind of change how will the structure of my Department be transformed (if at all)? Will my crew staffing and taskings look the same? And what about my personal responsibilities on the job? Will my work schedule be affected and how about personnel finances, day-care for the kids, and what about my retirement! All important questions and as in all fluid situations, knowledge is power. The gathering of facts, both internally and externally, allows us to plan and react consistent with the oncoming changes while avoiding overreacting to all the "what-ifs" that live in the belly of the storm.

So where are all the heroes in this storm surge? Where do the stories of individual success that overcome unparallel change begin? They are birthed, forested and conceived on every responding Company housed in your station. The alarm has sounded and now is the time to confront this storm. We in the Federal Fire Service adamantly need to continue to foster those positive traditions that make this job unlike any other on the planet. And despite howling winds, driving rains and uncontrollable circumstances, we push forward with pride, persistency and a steadfast dedication to public service. It is indeed "What we do".

## Chief's Clipboard

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Chief Ronny J. Coleman

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## A Conflict of Interest

By Ronny J. Coleman

The concept of a conflict of interest is based upon a premise that if a person who can control a decision stands to benefit financially from that decision and it involves a third party, that this conflict needs to be viewed publicly. One of the basic scenarios regarding the proper use of this principle in government is when someone is making code decisions. Most states require that all public officials and employees be independent, impartial and responsible to the people when they make decisions that have an effect on property-related matters.

For example, if you are in the business of regulating land use in the community as a planning director and you also own property that must go through land use planning process, you are ethically and legally prohibited from voting your own interest. However, there is another type of conflict of interest that also occurs in government and that is the problem associated with choosing between two rights. In other words, if you accomplish one thing you may compromise another and vice versa.

You will note in that last paragraph I used the word “ethically.” Ethics are a big part of determining whether or not a specific behavior is a potential conflict of interest. The potential for this conflict of interest is not necessarily a legal one, but rather it is a judgmental one. The conflict of this discussion can be found in fire prevention when it comes to making a decision to accept an alternative way of accomplishing a prevention objective that must be simultaneously both reasonable to both parties and acceptable to both parties at the same time. The reason there is a conflict is that if something is extremely reasonable it may or may not be acceptable to the other side. And if something is acceptable on one side it may be unreasonable to the other.

The two parties I am referring to here are the fire marshal and a property owner. Essentially, the code is what the code says. And, if there is not difficulty in interpreting and applying that code then the questions of reasonableness and acceptability remain mute. The problem comes about when you start having to make modifications to make a project work and the codes are simply not up to speed with contending with whatever issues are on the table.

Utilizing these two dimensions results in a model that looks like the following. A particular decision can range from being totally unreasonable to being very reasonable and totally unacceptable to being totally acceptable. If these two axes are plotted on a square, it results in essentially four quadrants of potential circumstance. The lower left would be unacceptable and unreasonable solutions to both parties. The upper left hand quadrant would be reasonable to one party but not to the other because of costs or other consequence. The lower right hand side would be acceptable to one of the parties but unacceptable to the other because the solution does not appear to be reasonable to them. This leaves us the fourth quarter in the upper right hand side in which things are both reasonable and acceptable to both parties.

What does this model have to do with managing a fire prevention bureau? Well, the primary application is in the field of plan review and the secondary scenario has to do with dealing with non-conforming buildings. In the case of plan review, codes and creativity are often in direct conflict. An architect or engineer may sometimes want to do something that codes simply have never thought of and it becomes very



## Clipboard (Cont.)

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difficult to come to a consensus without some degree of conflict.

If you look at the model it is easy to see that there are two separate perspectives on this model. One of them is the person who is in a regulator position. The other is a person who is being regulated. It is not altogether impossible to visualize that what is seemingly reasonable to one person is totally unreasonable to another and what is cost effective to one person is too costly to the other.

Regardless, this model works to bring about some dialogue about different dimensions and parameters if you put it in the context of interest-based negotiations. This model does not work well in positional discussions. If a person draws a line in the sand and will go no further, then why bother to have any kind of discussion? The tie breaker then becomes a third party who steps in from the outside and then either delivers the decision to one party or the other. It is in the best interest of the fire profession to become experts at interest-based dialogue in the context of this model. I have alluded to the fact that if we really don't know what something costs, it is real easy for us to demand that it be done that way. However, once we do know what the cost is of a particular code impact then maybe it gives us the confidence to figure out what other options and alternatives might be available.

Using the interest-based approach, discussions can go on a different level.

So, perhaps we need to remind ourselves sometimes of the way our decisions are perceived in the public. We need to be right, but fair, too.

This involves understanding two basic definitions. They are understanding of what an interested person is and understanding how ethics play into decision making. An interested person in a conflict is someone with a financial interest in the outcome of the decision. If a person is an interested person with respect to any aspect of the fire prevention and code enforcement system of which the organization is a part, he or she is an interested person with respect to all entities in that same system. In other words, if you are involved in making decisions that are in your financial interest – there is a possibility of a problem. Seldom does that arise when we are sorting out conflict, but it can become a problem when we come to believe that our interests are the only one being served in a conflict decision. That is where ethics comes in. An ethical code is a document adopted by an organization in an attempt to assist those in the organization called upon to make a decision (usually most, if not all) understand the difference between “right” and “wrong” and to apply this understanding to their decision. Adopting an ethical code therefore generally implies documents at three levels: professionally, organizationally, and individually.

The International Association of Fire Chiefs (IAFC) has published a document that addresses the first level. There are many fire departments that have published their own version at the organizational level, but there are few individuals that have developed their own code of conduct.

We have to remember the financial interest we are truly protecting is the taxpayers of our communities.

Ronny J. Coleman is currently the president of FireforceOne. He is the former California State Fire Marshal, past president of the IAFC, and past president of the Commission on Fire Accreditation International. Over his lifetime, he has received numerous awards including the AFSA's 1989 Henry S. Parmelee Award and the 2011 Mason Lankford Award from the Congressional Fire Services Institute (CSFI).

## Retirement Planning

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### *What Is Your Full Retirement Age?*

By Tammy Flanagan

Ask someone what their full retirement age is and you are likely to get a variety of answers. The response will depend on whether you are referring to the Civil Service Retirement System or the Federal Employees Retirement System, or maybe it is the age when people plan to begin withdrawing from their retirement investments. There is also Social Security's full-benefit retirement age.

What does this magic age really have to do with the age you plan to stop working?

In 1979, 63% of CSRS retirees had claimed their retirement benefit before age 62. In fiscal 2011, 30% of workers who took normal retirement under CSRS were 62 or older, which means 70% retired before age 62, according to a recent Congressional Research Service report by income security analyst Katelin P. Isaacs. Apparently not much has changed since the 1970s. The average age of workers covered by CSRS who retired in fiscal 2010 under normal, voluntary retirements was 60.7 years. The average age of FERS participants at retirement was 63.5 years, which the report attributed to a relatively few employees hired before 1984 electing to switch to FERS. Individuals retiring under FERS have tended to be those who joined or rejoined the federal workforce relatively late in their careers.

During the pre-FERS era, employees didn't need to worry about managing retirement investment accounts or figuring out whether to take Social Security benefits earlier or later. They didn't pay Social Security taxes prior to 1983 during their federal careers, and there was no employer-sponsored savings plan like the Thrift Savings Plan.

When asked what is the full retirement age, I tell people they should retire when they are financially prepared and mentally ready for this transition in their life. This could be as soon as you are old enough and have enough service to meet the minimum eligibility requirements, or this could be much later. Unfortunately, the answer is hard to come by since there are so many factors that will determine the best time to go. In many cases, attending a preretirement seminar is the first time employees have given this decision any serious thought. This is why I love teaching mid-career planning classes, so employees can begin to actually make a plan and set their first retirement goals much earlier. This is a lot different than choosing the best date to retire, which is something employees do *after* they determine they are financially ready and mentally prepared for retirement. This date is usually set when employees are less than a year from the date of separation.

For the majority of federal employees, Social Security is part of the plan. This benefit is available at age 62, but at a reduced amount. The reduction is 20% to 30% lower than the full amount payable at the full retirement age for Social Security -- between ages 65 and 67, depending on year of birth, and for anyone born after 1959, the full retirement age is now 67. In addition, there may be delayed retirement credits included to provide an incentive to postpone receiving your benefit until as late as age 70. These credits can increase the full benefit amount by as much as 32%. For example, if the full benefit is \$2,000 per month at the full retirement age of 66, your benefit would be reduced to \$1,500 per month at 62 and increased to \$2,640 per month if you wait until age 70 to claim the benefit. That's a difference of \$1,140 per month between applying at age 62 or waiting until age 70.

## Retirement (Cont.)

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### Reasons to Not Wait

With such a large increase for waiting to claim Social Security retirement benefits, why doesn't everyone wait until age 70? Here are some reasons why:

- It's likely you would not have received any benefit prior to age 70, so you would need to live long enough while collecting the higher benefit amount to make it worth the wait. The exception is someone who was collecting a spousal or survivor's benefit prior to receiving their own earned Social Security retirement benefit.
- For many people, a big part of their retirement income is the Social Security benefit. If you don't apply for Social Security at age 62 and you are no longer working, other retirement benefits may not be enough to cover your expenses.
- You would not receive any Social Security benefit if you were to die before age 70 (this is also true if you die before age 62).
- Some people don't want to work part time to replace the income they would receive by delaying their Social Security retirement. The average Social Security retirement benefit this year is \$1,275 per month, and after the cost-of-living adjustment is applied in January 2014, the average will rise to \$1,294 per month. You would need to work 75 hours a month earning \$20 an hour to earn \$1,500 per month. Full-time federal employees clock more than 173 hours a month on the job. Phased retirement, anyone? (OPM is still working on the rules for implementing a federal phased retirement program.)
- Some are able to live on their other retirement income and invest their Social Security benefit. If you apply for Social Security retirement at age 62 and invest your benefit of \$1,500 a month, for instance, you could put away \$1,250 per month after tax for eight years, which equals \$120,000. If you wait until age 70 to collect \$2,640 per month, how long would you have to live to make up the difference? After taxes, that's an increase of about \$950 a month, but it would take 10 and a half years to break even. If you include investment income on the \$120,000, then the break-even age is much younger, depending on how much you would earn by putting the \$1,250 per month in a diversified investment -- not the bank -- for those eight years. For those who are good investors and have enough income from CSRS, FERS, TSP or other retirement benefits, this might be something to consider.

### Reasons to Wait

There are, however, some good reasons to delay your application for Social Security retirement to at least the full retirement age of 65 to 67, depending on your year of birth, or even up to age 70. Consider the following:

- If you are still working at age 62 -- not necessarily full time -- there is an earnings limit of \$15,120 that will cause your Social Security entitlement to be reduced by \$1 for every \$2 you earn above this limit. In 2014, the limit will be \$15,480.
- If you are past your full retirement age, you may begin receiving Social Security benefits even though you are still working, since the earnings limit only applies before reaching your full retirement age.



## Retirement (Cont.)

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- If you are the full retirement age, you may decide to file a “restricted” application to receive only spousal benefits -- 50% of your spouse’s earned benefit -- and delay applying for your own benefit to accumulate the delayed retirement credits that will permanently increase your own benefit.
- If you are the full retirement age, you could file for your benefit but suspend receiving so your spouse can begin receiving spousal benefits on your work record. By suspending the receipt of your benefit, you may accumulate delayed credits up to age 70.
- The delayed credits added to your benefit would also increase the value of a potential survivor’s benefit. Consider your income while there are two of you, and then consider how that would change if there were only one of you.
- The best reason to consider delaying your Social Security application is that you could live long enough to make it worth the wait. Someone who begins receiving a benefit of \$1,500 a month at age 62 and then dies at age 92 will have received \$540,000. On the other hand, someone who waits until age 70 to receive \$2,640 a month and lives to age 92 would have received \$696,960. That is a difference of \$156,960. Of course, if the person had only lived to age 72, the results would have favored applying at age 62, unless the individual had a much younger spouse.

A few tax notes: A \$1,500 per month Social Security benefit might be closer to \$1,250 per month after federal income taxes. The only people who receive Social Security retirement tax-free are those who have Social Security as their only income. You might have to pay federal income tax on 85% of your benefit. Most states won’t tax Social Security retirement. To learn more about taxes on your Social Security retirement check;

<http://www.socialsecurity.gov/planners/taxes.htm>.

The biggest obstacle in knowing the best age to claim Social Security retirement is that we don’t know our “expiration date.” It might be worth delaying your Social Security retirement application beyond age 62 if most of the following is true:

- You are in good health.
- Your family history is on your side when it comes to a long life expectancy.
- You have a spouse who is younger than you.
- You have a spouse who is financially dependent on your Social Security benefit, especially if you happen to die first.
- You are still working.
- You have other resources besides Social Security retirement and you can meet your living expenses without the added Social Security income.
- You tend to be more conservative when it comes to investing your money

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## *A Common Bond*

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Larry Grorud

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## *Military and Fire Service Vets*

By Larry J. Grorud, EFO, CFO, FIFireE

As a military veteran myself, November always makes me think of Veterans Day, a time when we pause to recognize all of our veterans for their service to our country. I also think of our fire service veterans and their service to their communities. It's not uncommon to see military veterans in the fire service, and it's intriguing to note the commonalities between both services.

The primary purpose for both soldiers and firefighters is service—one to Country and one to Community. The fire service is often referred to as paramilitary, with its rank structure and the necessity to follow orders in emergency situations. In both situations, your mission is your highest priority, but to achieve it you must work as part of a well-trained team. Great soldiers and firefighters tend to be altruistic, as they always put others before themselves.

Serving in the military also provides other skills to help the individual learn and grow. Just as in life, there are many specialized skills that can be acquired through military service. Although serving as a firefighter in the military is directly related to civilian firefighting, other military occupations also round out an individual's skill set.

A few examples would include operating heavy equipment, mechanical work, medical support, dealing with hazardous materials, serving in a leadership role or even cooking. In today's ever-broadening fire service mission, all of these skills can be extremely beneficial. Although having military experience doesn't guarantee that an individual can be a successful firefighter, it generally provides an advantage.

In my near 37 years in the fire service, I have worked with many military veterans, and hired many of them after I became chief. I saw people who brought a wide range of skills to the job, as well as allegiance to their community—and their comrades—and a commitment to duty. I believe they gained these attributes through their military service. When I reflect on my fire service career, I believe the leadership skills I learned in the army were invaluable, but it was simply my military service alone that opened the door that allowed me the opportunity for a career of community service.

In my case, I'm blind in one eye. It was discovered when I was about 8 years old and is described as a lazy eye. I have peripheral vision, but don't use the eye for normal sight, which affects my depth perception.

Like most people with disabilities, I was able to adapt and function near normal. When I applied for the firefighter's job in 1974, I had my physical, and the doctor noted my vision defect on my application.

When I went before the police and fire commission for my final interview, one of the commissioners stated, "We see, by the doctor's note, that you have a vision impairment. Firefighting is a very dangerous profession and we're concerned that it might create unsafe circumstances if you were to be hired. Do you understand?"

## Bond (Cont.)

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My response: "I was concerned as to what impact my eyesight might have on the hiring process. But, I'm hopeful that, since my vision was good enough to serve my country in the army, with a tour of duty in Viet Nam, it will be considered good enough to serve my community as a firefighter."

The commission thanked me for the interview and I left. Several days later, after all interviews were conducted, Chief Danz offered me a job as a probationary firefighter. Without the opportunity provided by the military, I would not have been able to serve my community, I wouldn't have been able to serve fire chiefs the world over as president of the IAFC and I wouldn't have enjoyed a career working alongside amazing men and women.

In closing, I want to say to all veterans—both military and fire service—thank you for your service, and *stay safe!*

Larry J. Grorud, EFO, CFO, FIFireE is fire chief emeritus of the Janesville (Wis.) Fire Department. He served as IAFC president in 2008-2009 and is a U.S. Army veteran, serving from 1970 to 1973, with a tour of duty in Viet Nam (1970-1971), where he was awarded the Army's Bronze Star Medal for Meritorious Service.



## CPSE News



### Re-imagining of Fire Accreditation Model

Learning from Walt Disney and his band of Imagineers, CPSE is undertaking the first complete re-imagining of the fire accreditation model since it was introduced to the industry in 1996.

Disney adopted the term to encourage creativity and unrestrained free thought. CPSE is applying the concept to ensure that the project goes beyond just a review and update of our manuals. There will be a significant review of contemporary technology and how the application of that technology can improve the accreditation applicant and candidate experience.

The CPSE Board of Directors authorized the re-imagining project at their October business meeting. The project will be broken down into three areas:

1. Re-imagining of the model
2. Re-Imagining the process
3. Publishing new supporting manuals

A steering committee will provide oversight for the project and work under the direction of the CFAI commission. The project will be completed in the first quarter of 2015. The first steps, currently underway, are the appointment of technical working groups, project managers, and other subject matter experts who will conduct the majority of the research and develop recommendations to CFAI. Stakeholder input will be the foundation for the project and survey and focus group processes are under development.

Agencies currently in the accreditation pipeline and agencies who are considering making application should not fear the new project or delay your own progress towards excellence in anticipation of the final product. The new model will not be applied to candidate agencies until after the March 2015 CFAI candidate hearings. Keep watching this newsletter for updates and progress reports on the Re-imagining Process.

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## USFA Ethics

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## The Ethical Action Test

[http://www.usfa.fema.gov/downloads/pdf/coffee-break/ed/ed\\_2013\\_2.pdf](http://www.usfa.fema.gov/downloads/pdf/coffee-break/ed/ed_2013_2.pdf)

On a regular basis during our careers, we are faced with ethical tests. These may come in small situations, like covering something for a friend, or big issues, like financial and moral decisions. Ethics continues to be a challenge for all of us, regardless of our beliefs and foundations. The challenge is often how to look at the issue in light of how others may see it as much as how we view the issue itself.

In a recent book called *Ethics 4 Everyone* by Eric Harvey and Scott Airtam, the authors pose eight hard questions that are worth considering whenever you are faced with an ethical challenge in your life. How could you use the following questions to guide you when you face your next ethical challenge?

1. Is it legal? This one seems simple, but is it? In today's society, laws and legal rulings change daily. Have you checked with a legal expert first, such as your city or county attorney?
2. Does it comply with our rules and regulations? Again, this issue seems so simple, but we have to be concerned with fire department, city and often state rules. Check into this next!
3. Is it in synch with our organizational guidelines? This should be easy! Maybe! Look at your mission and value statements. You should have them already in place.
4. Will I be comfortable and guilt-free if I do it? This is a deep question that must reflect your values and personal beliefs. It should be a very simple question to answer.
5. Does it match our organization's stated commitments and values? Again, have you matched your question to your organization's values and mission? They should already be hanging on your wall. If not, you need to address this in your organization.
6. Would I do it to my family and friends? Another important question! Would you hurt your loved ones with such an action?
7. Would it be perfectly okay if someone did this to me? Another way to ask this question: What would you feel like if the same thing happened to you? Would you feel bad?
8. Would the most ethical person I know do it? A final test for everyone. Take someone you respect and admire. Would he or she do this? If so, you can move forward. If not, maybe you could discuss it with that person.

Simply stated, ethics affects us all. It is not a decision you can make in a second, and often you must take the time to consider these questions and others before making your final decision.

For more information on this book, look at <http://www.walkthetalk.com>.

For there is nothing either good or bad, but thinking makes it so.  
- William Shakespeare

## ESAMS Summary

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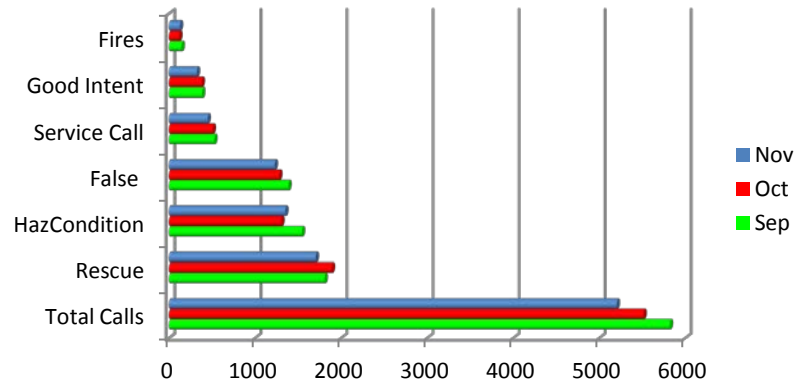
## ESAMS Corner

By Clarence Settle, ESAMS Fire Technical Support

### November 2013 Statistics

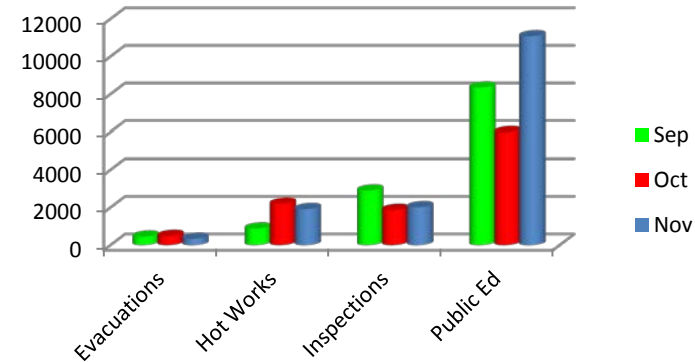
#### Operations

Total Incidents – 5,205  
Fires – 128  
Rescue & EMS – 1,707  
Hazardous – 1,352  
Service Call – 450  
Good Intent – 325  
False Alarm – 1,230



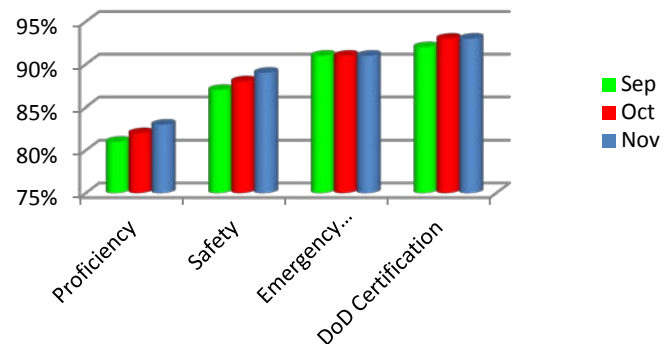
#### Prevention

Fire Inspections Completed – 2,015  
Hot Work Permits Issued – 1,916  
Building Evacuation Drills – 339  
Public Education Contacts – 11,074



#### Training

Emergency Management - 91%  
Safety Training – 89%  
Proficiency – 83%  
DoD Certification – 93%



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### F&ES On Duty Mishaps Report

Mishaps Reported – 16

Total Lost Work Days – 19

## ***F&ES POCs***

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

Commander, Navy Installations Command

716 Sicard Street, SE, Suite 305

Washington Navy Yard, DC 20374-5140

<https://cnicgateway.cnmc.navy.mil/HQ/N3/N30/default.aspx>

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