



CNIC
Communication

What's Happening



Navy Fire and Emergency Services Newsletter



Protecting Those Who Defend America

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From the Director



We recently completed our annual Program Centric Meeting (22-25 Feb) where we held breakout sessions for our Fire Prevention Working Group, Training Working Group, and Regional Fire Chief Advisory Board. The groups worked their specific issues and we held a general session to discuss common strategic level issues. We are very pleased with the projects being tackled by the groups as their efforts will ultimately result in products and best practices to share across the enterprise. Likewise, the recommendations from

the groups will be considered for future policy changes in our F&ES program. A couple of the common themes were Navy mission essential task listings (NMETS), standards, product line outputs, and metrics. These programs are all related and we are working with our N5 and N7 staff to make sure our systems are updated and aligned to produce accurate measurements and standards that define our capabilities and performance. Ms. Deb Jordon briefed the iShore effort and how it will enhance our business management and efficiencies. The iShore group is continuing to roll out tools and IT related strategy that will improve our management of information and establish a common platform for operations. We are looking forward to continued coordination and collaboration with these different N-codes to ensure our F&ES programs stay aligned at the strategic levels.

Continuing with our coordination and collaboration theme, we are very excited to report that we are working closely with the EM program on the roll out of programs like ELMR, NERMS, consolidated dispatch, disaster planning etc. Our F&ES capabilities are very much dependent on Dispatch/EM. Almost all of our calls for services start in the Dispatch Center, so it is very easy to see that our F&ES leaders and supervisors need to be working with EM to ensure the dispatch process is proper and dispatcher proficiency is maintained to ensure calls are processed quickly. Chiefs are encouraged to establish standing working groups at the installation/district level to stay ahead of dispatch challenges.

Switching gears a little to accidents and safety. Over the past couple of months some very serious and tragic fire apparatus accidents have occurred. One area of major concern is tanker/ARFF rollover accidents.

From the Director (Cont.)

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It is critical that our most experienced drivers are assigned to emergency apparatus with these very large water tanks. The dynamics of water in motion is difficult to safely manage, even with all the newest baffle systems and stabilizers in use on apparatus. Truck performance varies significantly with full tanks, half tanks, and empty tanks. We believe the best opportunity to reduce the possibility of these rollover accidents is with improved driver skills, speed reduction, proper supervision and policy governing responses. Common factors we have noted in some accidents involve drivers over correcting resulting in the rollover. We need to think about speeds in relation to the types of calls we are dispatching. While we are on the rollover issue, this is a perfect time to remind everyone; seat belts work! During some recent rollover accidents the occupants escaped serious injury due to the fact they were wearing seat belts. Always buckle up, every time a truck is moved, no exceptions!

Another continued area of concern with accidents and fire apparatus is hose restraint systems. There have been several (non-DoD) cases of loose fire hose striking and killing pedestrians. All new apparatus are equipped with hose restraint systems; please ensure they are being used. We encourage installing hose restraints on older fire apparatus as well.

Before I close, I wanted to express our pleasure with the quality of recent fire apparatus deliveries across the Navy. We have just completed the delivery on 29 structural pumpers (and many other types of trucks). This is the largest single year purchase of pumpers since the early 90s! The Pierce Contenders are being received well by our firefighters as they are being placed in service. As part of our continued effort to improve our specifications we are encouraging all departments to provide feedback (things you like and things you would like to see changed/improved). We expect to develop a survey/feedback tool on our CNIC Gateway in the near future. However, if you have feedback that you want to share, please funnel comments to your Regional Fire Chief to send to us for consideration. In addition to our new fire apparatus programs, we are very close to fielding our first service life extension program (SLEP) KME pumper (complete rebuild), so look for details on this in our next newsletter.

Buckle Up/Drive Safe ... and Make "Everyone Goes Home" more than a slogan !

v/rCarl



Last Alarms

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Taking Care of Our Own Update



New Regional Fire Chief



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Last Alarms

To date, 11 deaths were reported for 2010. The following line of duty deaths were reported since we published our last issue:

Donald Mellott 🚒	Jonathan Siemers ♥
Age: 62	Age: 44
Woolrich, PA	Clay Center, KS
John Coyle ♥	Brian Waynant
Age: 63	Age: 45
Priest River, ID	Wilmington, DE
Stanley Giles 🚒	2010 Totals
Age: 69	♥ 7 (63%) 🚒 3 (27%)
Linn Valley, KS	♥ Indicates cardiac related death
	🚒 Indicates vehicle accident related death

Taking Care of Our Own

Check with your Fire Chief if you wish to make a leave donation. There are currently eight DoD firefighters in the Taking Care of Own program.

Name	Location	Point of Contact
Aaron Hunter	Fort Leonard Wood, MO	Jeff.Sheeley@us.army.mil
Ralph Huston	DSC Richmond, VA	Clyde.Hipshire@dla.mil
Darick Fisher	Norfolk Naval Shipyard, VA	Marc.J.Smith@navy.mil
Christopher Capps	Fort Sill, OK	Ronald.D.Pyle@us.army.mil
Gregory Feagans	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Martin Smith	NAS JRB Willow Grove, PA	Edward.McCue@navy.mil
Paul Hartman	NIOC Sugar Grove, WV	Nanette.Kimble@navy.mil
Joey Tajalle	NAVBASE Guam	Julie.Quinene@fe.navy.mil

Bill Casey Takes Helm in Navy Region Southeast



William J. Casey assumed the Regional Fire Chief position for Navy Region Southeast on 1 February 2010. Bill most recently served as Regional Deputy Chief for Commander Naval Forces Japan, moving from Fire Chief at Naval Air Facility Atsugi. Prior to his service in Japan Bill was on our staff at CNIC HQ. He retired from the US Air Force as the Chief, Fire and Emergency Services Pacific Air Forces after 24 years of service. He holds an Associate and Bachelor degree in Fire Administration and Masters degree in Human Resource Management. Welcome aboard Bill and best of luck!

On the Job - Cuba

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Scholarship



GTMO F&ES Support Operation Unified Response



Every day, the firefighters at Guantanamo Bay, Cuba stand ready to protect lives and property aboard the Naval Station.

The fire department is responsible for fire protection services to the Naval Station's airfield and buildings.

When the Naval Station became a logistics hub for the movement

of supplies and people to Haiti after a 7.0 magnitude earthquake struck the country on Jan. 12, there was an increased number of flights throughout the day and night, averaging a total of 90 landings and takeoffs daily.

For every takeoff and landing, the GTMO fire department was prepared to react in an emergency.

"The support from the firefighters has been outstanding," said John Smithgall, NAVSTA GTMO's Training Chief, "As the workload has increased, our firefighters continue to operate as effectively as ever in providing the highest level of emergency protection to the base and the rapid growing population of support personnel arriving on base."

For the Jamaican fighters on GTMO, who make up 90% of the ninety-man fire department, their support of the Haitian people during Operation Unified Response is like supporting neighbors.

"The Jamaicans and the Haitian people are Caribbean community neighbors, so we mourn with those who mourn and we rejoice with those who rejoice," said John Swell, one of NAVSTA GTMO's fire captains. "Our food, social and economic cultures are very close and we both share our historical struggles of colonization by Europeans and then fighting for independence."

Scholarship Available

The Military Firefighter Heritage Foundation has posted this year's Scholarship information. It can be found here:

<http://www.militaryfirefighterheritage.com/scholarship.html>

On the Job – Great Lakes

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First LSA Pins



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Simply the Best



Assistant Chief Gelacio Rodriguez and Firefighter Paramedic Andrew Arndt of the Naval Station Great Lakes Fire Department were recently selected as the 2009 Naval Station Great Lakes Supervisor of the Year and Non-

Supervisor of the Year in recognition of their superior performance. Their contributions to the Great Lakes community have made Naval Station Great Lakes a safer community. They contribute greatly to the command mission by supporting the Navy Region Midwest Fire Chief to effectively manage the fire and emergency services program.

First Life Saving Award Lapel Pins Awarded

We announced the new Life Saving Award (LSA) Lapel Pin initiative in the December edition of *What's Happening*.

Well, January arrived, and with it came our first life save for 2010. Navy F&ES awarded the first Life Saving Award (LSA) Lapel Pins for heroic and life saving actions by a team of fire fighters in Commander, Navy Region Mid-Atlantic (CNRMA) F&ES assigned to Naval Station Norfolk District 1 Fire Department.

The first recipients of the LSA Lapel Pin from CNRMA District 1 Fire Department at Naval Station Norfolk were;

Captain/EMT Shawn Charity
Lieutenant/Paramedic Grant Gresham
Lieutenant/Paramedic Sean Dewey
Firefighter/EMT-I Jason Lombard
Firefighter/EMT Kenneth Casey
Firefighter/EMT-E Ricky Creasy
Firefighter/EMT Jesse Baker

These fire fighters received these awards for their successful life saving actions on 12 January 2010, where they performed life saving actions and administered three shocks with an AED to a patient in cardiac arrest, restoring a pulse before transferring the patient to the emergency department at a local hospital.

Congratulations to these members, and thank you to all who continue to save lives and protect our Navy personnel and mission each and every day.

Marine Corps News

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MCAS Yuma Fire Chief Retires

Lance Cpl. Aaron Diamant, Desert Warrior Staff

Marine Corps Air Station Yuma bid retiring Fire Chief Patrick Bailey farewell as they celebrated his 34-year career. Bailey began his firefighting career in Yuma as an enlisted Marine, working at Aircraft Rescue and Firefighting in 1973. “It was a passion, a childhood dream,” said Bailey, a native of Glendora, MS.

Bailey was hired as a firefighter at the air station in June 1979. He steadily rose through the ranks until he became chief of the department in 2004. More than 100 friends and colleagues gathered to share memories at his retirement ceremony, most of which centered around his enthusiasm for the fire department, his firefighters and his mentorship.



“I know him not just as a firefighter, but as a friend and a father figure,” said Ron Hughley, station firefighter. “He always made sure his firefighters were doing good on and off duty.”

Caring about his firefighters was a staple of Bailey’s career. “I realized he wasn’t just my fire chief. He really cares,” said Mike Batson, who succeeded Bailey as station fire chief. “He’s always only a phone call away.”

Bailey was known for his closed-door mentoring sessions, whether work related or personal. “Marines talk about mentoring junior Marines a lot,” said Lt. Col. Mark Workman, station operations officer. “They talk, but Chief Bailey does it. That’s one thing I can take from him and use in my career.”

Bailey’s contributions to the station fire department were also felt in the Yuma community. Under Bailey’s leadership, the City of Yuma has enjoyed the strongest mutual aid it has ever had, said assistant fire Chief Dennis Light, Yuma Fire Department’s operations chief. “They provide immediate aid to the city, all of the time,” said Light.

Even with all of his accolades and accomplishments, Bailey felt it was time to retire. “I have no more to give, and I have no regrets,” said Bailey. “It’s not hard to stay with something you love and care about for so long.” Bailey said he couldn’t ask for a better staff, which he trusts a lot, and thanked them for their hard work.

One of Bailey’s main goals was to make the MCAS Yuma Fire Department a well-known and respected agency. That goal was achieved in 2007, when the station fire department was named the DoD Fire Department of the Year in the small agency category.

Bailey plans on staying in Yuma and enjoying retirement by spending time with his family in Tennessee and Idaho.

On the Job – Parris Island

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Fire Chief Retires



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Parris Island Flashover Training

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Photo by Amanda Crane – The Coastal Source

Submitted by Dwight Charleston, Fire Chief, MCRD Parris Island



Controlling and extinguishing just a basic fire can be risky enough for firefighters, but there are a number of other possibilities that make it even more dangerous.

Firefighters were on Parris Island to prepare for just such an event as they went through a

flashover training exercise.

Flashovers happen when heat builds up quickly during a fire, hits oxygen and then explodes into a fireball. Seconds can make all the difference for a firefighter faced with a flashover, and learning the warning signs can save lives.

Parris Island Fire Rescue's Chief Dwight Charleston said flashovers happen quite frequently, which is why his department decided to buy a simulator about 18 months ago.

Parris Island is currently the only department in South Carolina to offer a flashover simulator, and they said their goal is to have every firefighter in Beaufort County go through it by the end of the year.

Naval Air Station Brunswick Fire Chief Retires



NASB Fire Chief Wayne Almy retired on 26 February 2010 after over 40 years of fire service.

Chief Almy started his career in October 1975 working his way through the ranks from firefighter trainee to his selection as Fire Chief in May 1999. "I'm fortunate in that I've enjoyed my career," says the Chief,

"Challenging, some days more than others, but overall, I enjoyed every day as a new challenge." When asked about what he will miss the most, "that's easy, the

camaraderie in the firehouse. There's nothing like it anywhere"

His first priority upon retirement "is to serve my Lord and Savior and give thanks to him for all His blessings." He plans to travel and return to Maine for more camping, fishing, kayaking, growing vegetables, quality family time with his wife, children and granddaughters – and playing ball with Molly, their Golden Retriever. Lastly, he is hoping to talk his wife into "heading south" during the Maine winter months, "but that's a big maybe" he chuckles.

Everyone at CNRMA F&ES wishes Chief Almy good health and an enjoyable retirement.

Georgia Recognizes Firefighters

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On the Job – Kings Bay



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38th Annual Firefighters Recognition Day



Kings Bay Fire Chief Freddy Howell, Insurance Commissioner John Oxendine, Kings Bay Assistant Fire Chief Mike Carver.

As the ground hog was looking for his shadow Tuesday February 2nd, firefighters from all around the state of Georgia gathered at the State Capital to attend the 38th annual Firefighters Recognition Day in Georgia. The day began with a continental breakfast hosted by the State Insurance Commissioner John Oxendine in the south wing of the Capital. During this time all local fire marshals were sworn in to perform fire plan reviews, inspections and investigations in their communities.

The President of the Georgia State Firefighters Association called the ceremonies to order with an honor guard displaying the colors followed by a moment of silence with taps being played followed by bag pipes and drums. Officers from the Georgia State Firefighters Association and the Georgia Fire Chief Association spoke and several awards were given to firefighters from all over the state.

Proclamations and speeches were made by several of the elected officials including the Governor, Lieutenant Governor, Secretary of State, Insurance Commissioner and several more in office and running for office.

A luncheon was hosted afterwards by the Georgia Firefighter Burn Foundation at the Georgia State Student Center.

Multi-Agency Biochemical Exercise



Kings Bay Fire Department joined St Mary's Fire Department in a Biochemical exercise at Kings Bay Naval Submarine Base. Explosive Ordnance Disposal teams from Kings Bay, Panama City and May Port demonstrated their ability to work within a command structural with local fire departments. Scenario was given and objectives were met to confine and control the incident without injuries or property damage. Lessons learned from working with multi-jurisdictional agencies included terminology of NIMS operations.

Simple Math

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Six Rules for Understanding Performance Statistics

By Michael Fay

Like it or not times have changed. Not long ago performance statistics were found only in annual reports. Fire departments added-up the number of incidents by incident type and calculated an average response time. A pie chart and a few numbers to illustrate an increasing incident load were all the operational measurements needed. Today, that just doesn't cut it.

Best practices now require fire departments to create and maintain an extensive set of performance statistics showing both demand trends and the performance of the fire department responding to those demands.

Understanding new performance standards has been held-back by a new language. Terms like "fractiles", "compliance", "distribution" and "concentration" can be intimidating. But, if you focus on the underlying process new performance standards are easily understood. In fact, once you understand the process, it's easy to understand the new terms. The intimidation factor disappears.

This article distills new performance standards down to six rules. Understand these simple rules and you will not only understand how to communicate performance, you'll also have a process for continuously encouraging better performance from your organization.

Rule #1: Apparatus operations are fundamental.

Every firefighter understands basic apparatus operations; 1.) Dispatch receives requests for assistance, assigns and dispatches apparatus, 2.) Crews prepare to respond, 3.) The apparatus travels to the scene. 4.) The apparatus arrives on the scene and works the incident until clear.

Apparatus operations can be broken-down to four phases of operation:

1. Call Processing / Call Handling
2. Crew Turnout or Crew Preparation
3. Travel
4. On Scene Operations

Getting the Timestamps Right

Timestamps are intended to precisely mark the date and time each of the four phases of apparatus operations begin and end. Timestamps are tracked both in NFIRS 5 and CAD (Computer Aided Dispatch) data. Here's how these timestamps breakdown:

1. Call Processing begins at "Time of Alarm", ends at "Time of Dispatch"
2. Crew Turnout begins at "Time of Dispatch", ends at "Time Enroute"
3. Travel begins at "Time Enroute", ends at "Time On-Scene"
4. On Scene Operations begins at "Time On-Scene" ends at "Time Clear"

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Here's a detailed description of basic timestamps tracked in NFIRS 5 and CAD data.

Since dispatch centers receive requests for assistance via 911, radio or direct alarm connection the most consistent **"Time of Alarm"** timestamp is the time the CAD event record is created. This timestamp is generally the earliest timestamp consistently available for all types of requests.

In order for the **"Time of Dispatch"** to be accurately stamped three criteria must be met.

1. Apparatus assignments must be identified.
2. The nature of the incident must be communicated to the assigned apparatus crew.
3. The location of the incident must be communicated to the assigned apparatus crew.

The most accurate timestamp of this event occurs at the end of the dispatch message used to alert the apparatus crew of the incident.

The **"Time Enroute"** timestamp marks the instant the apparatus begins to turn its wheels on the way to the incident.

The **"Time On-Scene"** timestamp occurs when the apparatus first stops having arrived on the scene of the emergency. EMS response may experience a significant delay in the time between the apparatus arriving at the scene and the time a paramedic reaches the patient. So for EMS responses both scene and patient arrival times should be recorded.

The **"Time Clear"** timestamp marks the time the apparatus is clear of the scene having completed its assigned tasks. Generally this marks the time the apparatus is available for other assignments, but occasionally availability may be delayed until water, equipment and / or personnel are resupplied.

In all cases:

Call Processing + Crew Turnout + Travel = Call to Arrival Duration

Call Processing + Crew Turnout + Travel + Scene Operations = Incident Duration

Apparatus operations are fundamental. All basic performance measurements can be assembled when you are collecting and reporting apparatus data accurately.

Rule #2: *Correcting sloppy data practices strengthens your entire operation.*

When you enter a smoke-filled room you have to stay low and move slowly to avoid obstacles. You are disoriented. But when the room is properly vented visibility improves. Dangers are more easily seen. You move more purposely. Like thick smoke, sloppy data practices obscure your operational vision, slow you down and make your firefighters more prone to missteps and mistakes. Clearing out the sloppiness, like good ventilation, is an essential first step to improving your operation.

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Here are the top five common sources of data entry errors.

1. **No seconds in time fields.** Imagine building a house where all building material measurements are rounded-off to the nearest foot. You would have a real mess. The same is true for timestamps that fail to track seconds. Better precision gives you a better picture performance picture.
2. **Failure to use NFIRS 5 Apparatus module.** Although the Apparatus module is not required for federal reporting, it is essential for local analysis. Make sure all apparatus operations are documented in the NFIRS 5 Apparatus module.

Top Five Data Entry Errors

No seconds in time fields
Failure to use NFIRS Apparatus module
CAD data missing latitudes and longitudes
Misuse of NFIRS Station field
Inaccurate Enroute times

3. **CAD data missing Lats and Longs.** Today it's essential all incident locations be tied to a specific latitude and longitude. If your CAD system utilizes state plane X / Y coordinates make sure you have the ability to easily convert those coordinates to decimal-based latitudes and longitudes when needed.
4. **Misuse of NFIRS 5's Station field.** The Station field in NFIRS 5's "Basic" module, like the District and Census Tract fields, references a geographic location. Some fire departments make the mistake of putting the station of the first arriving apparatus in that field. This will make analysis by station area impossible. If the incident is in Station 10's territory then make sure "10" is entered in the station field regardless of the apparatus that arrives first.
5. **Failure to accurately track Enroute Time.** Enroute time should be time stamped when the apparatus wheels begin turning at the start of its response to the incident location. Do not use an acknowledgement of receipt of the dispatch as an enroute timestamp.

Sloppy data collection can remain invisible when using NFIRS 5 and CAD data for record keeping only. But as soon as you begin to use these records for performance analysis any data collection shortcomings will become painfully obvious.

When data collection problems appear do not get discouraged. On the contrary, uncovering a problem and correcting it should be considered substantial progress toward strengthening your operation.

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Rule #3: Operational goals foster operational quality.

Performance measurements require you to set performance goals. But don't blindly adopt outside standards.

Fire departments are local operations. Do not attempt to force-fit national goals into local operations. Set goals that make sense locally then work toward meeting national goals, as appropriate. Here are some practical guidelines for setting goals the four phases of apparatus operations:

1. Call Processing: Generally 1-minute 90% of the time is a practical goal.
2. Crew Turnout: Generally 1 – 2 minutes 90% of the time.
3. Travel: Generally 4 minutes 90% of the time, but subject to local conditions.
4. On Scene Operations: No formal goal, but efficient on scene operations will free companies, reduce response times and lessen staffing stress.

Notice the three response phases of apparatus operations have a minute goal and a percentage of the time that minute goal is expected to be accomplished. Having both a duration and a percentage acknowledges the reality of fire department operation. You have to expect the unexpected. Let's use call processing as an example.

The vast majority of requests for assistance are received via 911 with the address information easily confirmed. However, a cell phone request from a disoriented caller may be handled efficiently but fall out of normal call handling parameters. Allowing 10% of the calls to fall into this category is an acknowledgement that unusual situations occur and they are recognized in the goal.

Spread the Word

Organizational goals are not organizational goals if only a few people are aware of them. All personnel should know the goal and everyone should be briefed on the progress of the fire department, their shift and their company as it relates to accomplishing each goal.

Remember, goals are made to be changed and adjusted to conditions. If a goal is easily obtained adjust the minutes or percentage to challenge better performance. Conversely, if a goal seems unrealistic adjust it so it becomes obtainable.

Whenever goals are adjusted make sure all involved know not only the new goal but also new performance stats. Use goals to help drive better performance. Operational performance is not proprietary information.

Rule #4: The speed of first company arrival is important for all incidents.

The arrival of the first apparatus marks the arrival of help. The arrival of the first apparatus also marks the time when the emergency can begin to turn from getting worse to being controlled.

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Although they may vary by hour of day Call Processing and Turnout are relatively consistent from incident to incident. The most variable phase of apparatus operations is Travel Time. Travel Time is most affected by travel distance.

This is where the concept of “distribution” is introduced. “Distribution” describes the travel distance from the company to potential incident locations. Let’s use the example of a fire department with 5-engine companies.

If all engine companies were moved into a single station distribution would be poor. First apparatus arrivals would be fast in the immediate vicinity of the fire station, but the further away from that one location the longer the travel distance and the longer the time necessary to get that first apparatus on scene.

But if the engine companies are distributed into 5-well positioned station locations the travel distance from the closest fire station to potential incident locations is going to be greatly reduced. The speed of first company arrival will decrease dramatically. Let’s look at a simple distribution measurement.

Following is a “fractile” breakdown of first arriving apparatus. “Fractile” simply means to divide-up. Here we divide-up the percentage and number of incidents by progressive time segments. So every 15-seconds we see the number of incidents that had first arrivals in that time segment or sooner. We start with 32,146 incidents. 432 incidents with a “zero” response time were eliminated from the calculation. Zero times frequently occur when incidents are cancelled enroute. These zero times should be eliminated from the calculation.

There are 32,146 Incident records being analyzed.

432 records were ignored because of a zero time value.

Call to 1st Arrival <= 00:04:00 68.7% (21,791)
 Call to 1st Arrival <= 00:04:15 72.9% (23,129)
 Call to 1st Arrival <= 00:04:30 76.3% (24,207)
 Call to 1st Arrival <= 00:04:45 79.4% (25,171)
 Call to 1st Arrival <= 00:05:00 81.9% (25,977)
 Call to 1st Arrival <= 00:05:15 84.0% (26,654)
 Call to 1st Arrival <= 00:05:30 85.9% (27,244)
 Call to 1st Arrival <= 00:05:45 87.4% (27,717)
 Call to 1st Arrival <= 00:06:00 88.7% (28,139)
 Call to 1st Arrival <= 00:06:15 89.7% (28,456)
 Call to 1st Arrival <= 00:06:30 90.6% (28,748)
 Call to 1st Arrival <= 00:06:45 91.4% (28,995)
 Call to 1st Arrival <= 00:07:00 92.1% (29,197)
 Call to 1st Arrival <= 00:07:15 92.6% (29,373)
 Call to 1st Arrival <= 00:07:30 93.1% (29,532)
 Call to 1st Arrival <= 00:07:45 93.5% (29,649)
 Call to 1st Arrival <= 00:08:00 94.0% (29,805)

Median Call to 1st Arrival 00:03:11 (3.18 minutes)

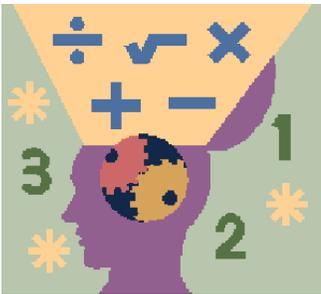
Average Call to 1st Arrival 00:04:11 (4.18 minutes)

The “Median” time is calculated by ordering all 31,714 incidents (32,146 minus 432 with zero values) by arrival time and selecting the one in the middle (position 15,857).

The “Average” time is calculated by adding all times together and dividing by 31,714.

Math (Cont.)

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Normally we expect to see the Median and Average times to be similar. But in this case they are not. Most likely the cause is data “outliers”. Outliers are records that are way out of whack. For example, if time of call and on scene times are inadvertently reversed this would generate a call to arrival time calculation around 1,440 minutes, the number of minutes in a day.

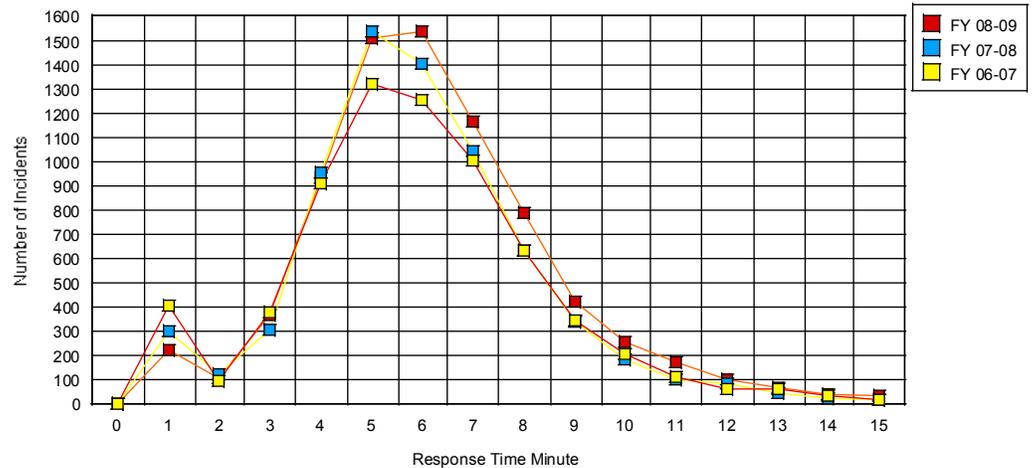
This issue can be avoided by limiting call to first arrivals to those of say 20-minutes or less. If the above numbers were rerun with the outliers (call to arrival greater than 20 minutes) eliminated we see this result:

Median Call to 1st Arrival 00:03:10 (3.17 minutes)
Average Call to 1st Arrival 00:03:40 (3.66 minutes)

Notice how averages are more easily skewed by outliers than medians. In general, it’s best to stay away from averages.

Here’s another distribution measurement. This one compares performance over three fiscal years:

Fractile for Incidents 1st Apparatus On Scene - 45,123 Responses by Year



This graph breaks down incidents into an increasing number of minutes which runs along the bottom (x-axis) of the graph. The number of incidents for each progressive time segment is plotted vertically in the Y-axis. Notice we see lines of different colors to plot and compare trends for each of three fiscal years.

This is an interesting graph. Notice the trend is for an increasing number of incidents with each fiscal year, but this graph indicates that the additional yearly incidents are occurring in longer first apparatus arrival minutes, 6 – 11. This could indicate population growth on the periphery of fire station areas. It might also indicate eroding turnout time performance. More measurements are required to isolate this downward distribution trend.

Before leaving distribution there’s another measurement to mention. This is called “compliance”. Compliance ties the goals you set to performance. Let’s say you set a goal for first apparatus arrival as 6.75 minutes 80% of the time. You can create a compliance chart like the one below to illustrate the percentage of success in obtaining the goal over time.

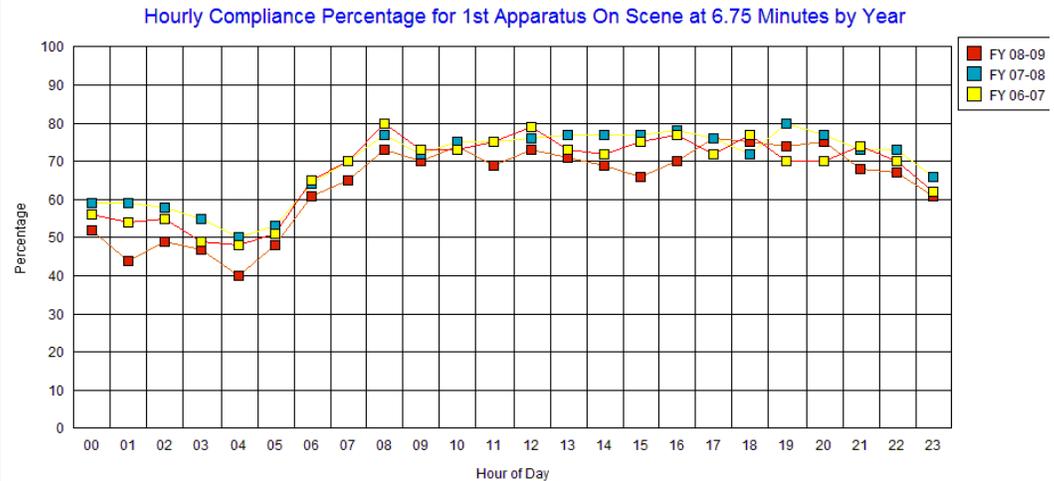
Math (Cont.)

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Here we've selected to view first apparatus arrivals by hour of day:



This compliance report shows the hour of day over the horizontal x-axis. The percentage of compliance, in other words the percentage of time the goal is met, is plotted in the vertical y-axis. Again we see performance outlined by year. Notice a large dip in performance in the early morning hours.

The two department charts above are a good baseline measurement. But in order to better understand distribution performance its best to repeat the measurements by station area and shift.

Rule #5: *The speed necessary to assemble apparatus teams is critical for effective operations and safety.*

If every incident were handled by a single apparatus we wouldn't have to assemble teams of apparatus. But the reality is teams of apparatus are frequently required, especially for larger or more complex incidents. When assembling teams of apparatus the location of the nearest resource is only a part of the story. The first arriving engine company, for example, could be right around the corner but that doesn't mean it won't be operating alone for a long period of time. This is where firefighter safety becomes a factor. If it takes a long time for the second apparatus to arrive, there's more time for the first arriving crew to get into trouble.

A "concentration" of resources is necessary to quickly assemble a team of apparatus. In other words, resources must come from 2, 3 or 4 locations to assemble the team. If those locations are concentrated in the vicinity of the incident travel time from each location will be short and the team will be assembled quickly. But if those resources are scattered in more distant locations it will take much longer to assemble those resources.

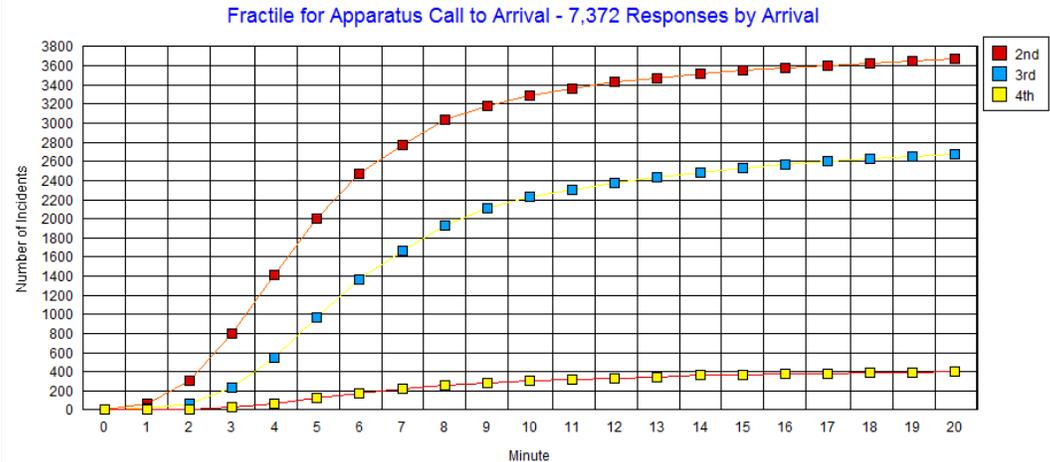
A team can be two engine companies. The team necessary for vehicle extrication may be an ambulance, an engine and a rescue. Or the team might be a force of apparatus and personnel considered effective for handling single-alarm structure fires.

Math (Cont.)

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Don't restrict concentration measurements to structure fires alone. If you measure concentration for only structure fires, generally 1 – 2% of all incidents, your concentration measurements will be statistically insignificant when broken-down by station or district. The best measurement is to look at arrival speed for 2nd, 3rd and 4th apparatus arrivals. Here's an example:



Here the number of minutes runs along the horizontal x-axis. We see the accumulated number of 2nd, 3rd and 4th arriving apparatus plotted in the vertical (y-axis). If this profiling is repeated by station area we see how fire station concentration affects the amount of time it takes to turnout a “heavy” response. Remember, the goal isn't to have every area receive the same level of service. Rather the goal is to match high performance to high activity levels. In areas where incidents are more frequent and more complex, concentration performance should be better. In areas where the number and complexity of incidents is light, good distribution performance will suffice.

Rule #6: Operational analysis is a process, not an event.

Annual performance reviews may be useful for creating a report, but they will not drive better performance. In order to improve performance measurements should be made, reviewed and communicated at least monthly. But statistics and reports are not the objective. Ultimately the objective is to improve the quality of service.

With that in mind the argument can be made that each apparatus response should be continuously monitored for performance that falls outside expectations. After all, as stated in Rule #1, apparatus operations are fundamental to measuring and improving operational responsiveness.

Michael Fay is president of Animated Data, which publishes analytical software. He also was a faculty member during the opening of the National Fire Academy, leading both the Executive Development III and EMS Management course deliveries. He's a veteran of the Amherst (Mass.) Fire Department. He can be contacted at mike@nfirs5.com

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Fire Safety Notice

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Training in Rhode Island



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Recycled Paper Towels

Submitted by James Scribner, Assistant Chief Fire Prevention, NSA Naples

A recent fire incident on an Army installation involving paper towels used in a microwave oven, under a microwavable popcorn package caused approximately \$500 of damage.

The paper towels were placed under the popcorn bag while cooking. During the process the paper towels were ignited and started to smolder, causing a visible scorched spot, both on the popcorn bag and on the paper towel. Although not all microwaves have the same power settings; we are stressing the need to stay in the area and do not leave cooking unattended. These paper towels were subsequently discarded into a plastic trash can in the break room. The paper towels continued to smolder and ignited the other trash in the trash can, causing a small fire. Fortunately, the trash can was almost empty, damaging only the trash can and some floor tiles.

A review of the operating instruction manuals of several brands of microwave ovens revealed that under "COOKWARE AND UTENSILS GUIDE" it states that for paper towels and napkins; Do not use recycled paper towels, which may contain metal and could ignite.

Further investigation revealed that some paper towels supplied throughout this installation and possibly the ones you buy for home use may contain a percentage of *recycled* material. Some paper towel manufacturers use metal in their process, this metal may continue to heat up after their use in the microwave which may cause a delayed flare up as did in this case. It is recommended all users of paper towels in microwaves for work and home use, read the product package information and your microwave manuals.

Technical Rescue Drills at Newport



On the Job – South Texas

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Training to the NMETS

By John Morris, Fire Chief, NAS Corpus Christi

Sometime ago, Navy F&ES began measuring readiness through the use of the Navy Mission Essential Task (NMET) list. NAS Corpus Christi F&ES reached an important training and operational milestone regarding the “Provide Technical Rescue Services NMET; as our fourth on-site “Rescue Technician One”

course wrapped up the week of 8 February, resulting in 75% of our 56 operations personnel being certified at the Rescue

Technician One level. The final segment was the 48-hour Vehicle and Machinery Rescue course, with 13 firefighters from NAS Corpus Christi, and 4 firefighters from NAS Kingsville completing extensive classroom training and challenging field exercises; culminating in two days of final theory and practical testing in vehicle and machinery rescue practices. This certification combined with the previous 64-hour Rope Rescue Technician certification course taught in September 2009 will result in DoD Rescue Technician One certification for the nine NASCC personnel who attended both courses. If sufficient interest exists, we may host one final 112 hour Rescue Tech One course later this FY to further improve rescue training capability.

NASCC has utilized the Bucks County Community College, Department of Public Safety Training & Certification, as our primary advanced skills training provider; and by doing so has ensured a consistent instructional curriculum through this ongoing training process, now in its third year. This training focuses on team work, critical thinking, situational awareness and problem solving to achieve success in the challenging scenarios – all of which are important skills to develop regardless of type or complexity of an emergency.

NASCC personnel completed 7000+ total man-hours of advanced training hosted at NAS Corpus Christi over the last three years; that has resulted in 55 NASCC personnel being certified as DoD Confined Space Rescue Technicians, 42 as DoD Rescue Technician One’s and 3 as Rescue Technician Two’s. Coordination between the three SOTEX bases has ensured that personnel who worked at NS Ingleside, which will close in April 2010, had the envisioned level of training, so that as they have transferred to other bases, here in SOTEX and to other DoD Installations, they had this valuable advanced certification. This was the first class since 2008 that did not have NSI personnel in attendance, serving as a reminder that most of these personnel have been successfully placed ahead of the base closure date.



NAS Corpus Christi and NAS Kingsville Firefighters following completion of the Rope Rescue Technician course in September 2009. Personnel participated in multiple rope-rescue scenarios throughout the course.

South Texas (Cont.)

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NAS Corpus Christi and NAS Kingsville Firefighters, and their "saved victim" that was rescued in a coordinated 40 Ton lift that was just one of many challenging evolutions that attendees completed in the week-long class in February 2010

Plans are in the works to construct needed props to support Rescue Technician Two training that will begin in late 2010; adding a rubble pile for collapse rescue training as well as an "engineered" trench rescue prop. The NASCC F&ES Training Ground has been officially designated in the Master Plan for NASCC, opening the door to envisioned growth, and signaling critical support of the facility by base leadership. The NASCC F&ES Training Ground currently

has a 3.5 story live fire training tower, confined space trainer, multiple hazmat props, and the MAFTD, all on land dedicated to training. Watch for further updates as the training ground continues to grow to meet the all-hazards training requirements of the Fire Service and the overall public safety community.

DLA Fire Chief Retires



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Chief Gary Brouse Concludes Career with DLA



Chief Gary Brouse passed the department flag and control of the Defense Distribution Depot Susquehanna, New Cumberland PA (DESSP) Fire Department over to the new Fire Chief at his recent change of command ceremony. Chief Brouse began his career in October 1977 as an Air Force Firefighter. He started his federal civilian career in December 1982 working for various agencies until he took over as Fire Chief for DDSP in September 2002.

Chief Brouse assists Pennsylvania Task Force One (FEMA Urban Search and Rescue Team), one of twenty-eight national teams and was deployed twice to assist with the aftermath of Hurricane Katrina. He is also a member of the South Central Pennsylvania Counter Terrorism Task Force that has trained and organized hundreds of first responders to properly prepare for the mitigation of large scale incidents in the region.

His work with the International Association of Fire Chiefs Federal-Military Section saw mutual aid law amended to allow Federal fire departments to provide EMS and HazMat support under mutual aid agreements.

Chief Brouse is a true professional whose expertise, positive attitude and outstanding work ethic will be missed. He has earned the respect and friendship of all those who have come in contact with him and is recognized as an expert in his field. Due to his outstanding leadership, the DESSP Fire Department is well prepared to face the challenges of the future.

Retirement Tips

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GOVEXEC.COM

Setting a Date

By Tammy Flanagan, National Institute of Transition Planning

Remember this old adage? "Give a man a fish and he'll eat for a day, but teach a man to fish and he'll eat for a lifetime."

I am going to try that out on the topic of picking the best retirement date. I'll give you the rules and show you how to apply them to your situation. It's actually very simple. The hard part is knowing if you can afford to retire -- and even more important, what you're going to do to fill up the extra 40 to 50 hours you'll have every week.

Ready? Let's go.

The following chart shows the date your Civil Service Retirement System or Federal Employees Retirement System benefit will start if you are leaving under optional, immediate retirement.

"Optional" means you're eligible to retire when you leave federal service and "immediate" means your retirement will begin the month after you go. Consult with your agency's retirement benefits specialist if you are retiring under discontinued service, disability, postponed or deferred retirement, since the annuity beginning date is determined differently for these types of retirement.

Date You Leave	Date Retirement Will Start
1st, 2nd or 3rd day of any month	CSRS: Following day FERS: First day of the following month
4th through the last day of the month	CSRS and FERS: First day of the following month

Suppose Anne decided to retire today, June 19, 2009. That would mean:

- She will become an annuitant (retiree) on July 1.
- Her last paycheck will be paid through close of business June 19.
- Her first retirement check (under either CSRS or FERS) will be paid for the month of July. The July payment will be dated Aug. 1.
- She will receive no compensation for June 20-30. If her salary is \$55,000 per year, she earns a little more than \$200 a day. If she retires today, she would not receive the nearly \$1,500 she would have earned if she had waited until June 30 to retire. If she had waited, then she would have gotten her salary for entire month of June and a full retirement payment for July.

For CSRS Employees Only

If you're under CSRS, you should always consider leaving on one of the first three days of the month. For example, July 3, 2009, is a great date to retire.

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Retirement (Cont.)

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Here's why:

- It's a Friday, meaning the July 1, 2 and 3 will be paid as salary for most employees, since retirement is effective as of the close of business on the day you enter on your retirement application.
- If you choose to retire on one of the first three days of the month, your first retirement check will be pro-rated. Using the July 3, 2009, date, your first retirement check will be for 27/30 of the July payment. If your retirement is \$3,000 per month, then each day is worth \$100.
- July 3 also is the end of a two-week pay period. As long as you complete 80 hours of work for those two weeks, you will accrue annual leave for the pay period. This is true even if you don't make your retirement effective on Saturday. The unused hours of annual leave become cash in your pocket.
- As a final bonus, it's a holiday. You don't have to come to work on your last day, but you still will be paid.

There are valid reasons to consider leaving earlier

Spring, Summer and Fall

Many federal employees choose to retire at the end of the year. But there are valid reasons to consider leaving earlier:

- Your high-three average salary, which is the basis for the CSRS and FERS basic benefit computation, will profit from a few months at the current year's pay rate.
- Having some earned income in your year of retirement will allow full Individual Retirement Account eligibility for both you and your spouse.
- You can contribute more to your Thrift Savings Plan account. It's possible that someone who retires at the end of June could have contributed the maximum amount to his or her TSP account for 2009 -- \$16,500, plus an additional \$5,500 in catch-up contributions for those 50 or older. This extra tax deferral of final salary into the TSP might put you in a lower tax bracket. (If you've been buying savings bonds during your career or making other taxable investments, this might be a good time to begin cashing them in.)
- You could gain a tax advantage from waiting until the fall. New retirees usually are placed in an interim status while the Office of Personnel Management finalizes their claims. During this time, only a partial retirement payment is made. A retroactive payment to provide full retirement benefits might not be paid until the following year. This could shift some taxable income to 2010.

Retirement (Cont.)

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- If you are covered under FERS or CSRS Offset and are earning a high salary in your last year of employment, you might have maxed out on Social Security tax. (In 2009, the maximum taxable wage subject to 6.2 percent Social Security withholding is \$106,800). If a lump-sum annual leave payment or income from a second career received in 2009 pushes you over the maximum taxable limit, it won't be subject to Social Security tax.

End of the Year

One big reason many employees retire at the end of the year is they can save up annual leave hours beyond the normal use-or-lose limits. For example, if Paul carries 240 hours of annual leave (the limit for most federal employees) from 2008 into 2009 and then decides to retire at the end of 2009 (Thursday, Dec. 31, if he is under FERS or Friday, Jan. 1, 2010, if he is under CSRS), he could save up 25 or 26 accruals of annual leave (200 to 208 hours if he is in the eight-hour category) by not using any annual leave during 2009. This will be added to the 240 that he carried over from 2008, making him eligible for a lump-sum payment for 440 to 448 hours of unused leave. I wrote a column about this: *Taking Your Lumps* (Jan. 19, 2007).

If you're considering departing in the final days of a year, remember one thing: receiving a big lump-sum payout the following year for unused annual leave along with 12 months of retirement income could push you into a higher tax bracket in your first year of retirement. This is especially true for those who are retiring on a Friday and starting a new nonfederal career on a Monday, adding additional earned income to retirement benefits.

Of course, the impact of a change in tax brackets can be slight. And if your income is high enough that the alternative minimum tax applies to you without consideration of the lump-sum leave payout, then getting all the money in one year actually could be a good thing. Also, the accumulated leave and the final salary will qualify you to contribute to an IRA.

These are circumstances you should consider as you contemplate the best date to call it a career. Now it's your turn: Get out the calendar, and go to work.

Tammy Flanagan is the senior benefits director for the [National Institute of Transition Planning Inc.](#), which conducts federal retirement planning workshops and seminars. She has spent 25 years helping federal employees take charge of their retirement by understanding their benefits.

For more retirement planning help, tune in to "For Your Benefit," presented by the National Institute of Transition Planning Inc. live on Monday mornings at 10 a.m. ET on [federalnewsradio.com](#) or on WFED AM 1500 in the Washington metro area.

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You keep hangin' round me and I'm not so glad you found me, you're still doing things that I gave up years ago.

- Lou Reed

Combs Cartoon

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Finger Puppets



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NFA News



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NFA Issues Continuing Education Credits

Students who need continuing education (CE) credits to maintain Emergency Medical Services (EMS) certification now can earn CE credits for each National Fire Academy (NFA) EMS on-campus course they attend in Emmitsburg, Maryland. EMS CE credits are accredited by the Continuing Education Coordinating Board for Emergency Medical Services (CECBEMS). It is estimated that this new NFA effort will benefit up to 750 students each year.

Beginning January 1, 2010, students who attend any NFA resident EMS course receive 35 to 60 CE credits, in varying categories, for each course completion. The number of CEs will be granted based on the length and content of the courses. The CE credits will be printed on a Continuing Education certificate, so that students will have immediate documentation of their work. Please note: CE credits cannot be granted for on-campus courses taken before January 1, 2010.

Questions about the CE program can be directed to Julie Davis julie.davis@dhs.gov at (301) 447-1084 or Michael Stern michael.stern@dhs.gov at (301) 447-1253.

On the Job – China Lake

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Marriage Humor



China Lake F&ES Recognized

The Kern County Fire Department conveyed its gratitude to the China Lake Fire Department for its cooperative working relationship through a Letter of Appreciation Jan. 26 at the NAWS Awards Luncheon held at the Paradise Cafe. CLFD Chief Ron Sparling accepted the letter on behalf of the department from NAWS Commanding Officer Jeffrey Dodson.

"The Kern County Fire Department has always had an excellent working relationship with your base and that continues to hold true," read the letter written by Kern County Fire Chief Nick Dunn and Deputy Chief Heidi Dinkler. Dunn and Dinkler cited a 2009 aircraft rescue and firefighting drill as one example of the "spirit of cooperation" between the two departments. Sparling and Assistant Fire Chief Bruce Cargal invited the KCFD aircraft rescue and firefighting training personnel, including those from Inyokern Airport and Meadows Field in Bakersfield, to train on China Lake's newly acquired ARFF training prop, the Mobile Aircraft Firefighting Training Device, or MAFTD Unit.

The MAFTD Unit, which, according to KCFD, is more advanced than any they have ever owned, was received by CLFD in September 2009. It has 13 firefighting stations, including cabin fire, fuselage fire and wing/wheel fire, to closely mimic what firefighters may find at an aircraft incident.

The unit provides "more realistic training to maintain firefighting skills and meet required training cycles," said Sparling, in an email interview. Dunn and Dinkler described the training as "invaluable." "It improves the skills of firefighters to better serve not only the civilian aircraft that use our County airports, but also our military partners," they said.

China Lake has consistently extended training invitations to KCFD since Oct. 1994, when their specialized live-fire training pit was constructed. To Sparling, inviting KCFD to train using the pit is important because it enables the firefighters who work at stations that also provide fire protection for Kern County airports to maintain their Annual FAA Training Certification.

About the cooperation, Cargal added, "We need them as much as they need us. With all the 'stuff' that is required of an emergency services organization, there is no way that one agency can do it all."

Shopping List

I was ill and my husband volunteered to go to the supermarket for me. I sent him off with a carefully numbered list of seven items.

He returned shortly, very proud of himself, and proceeded to unpack the grocery bags. He had one bag of sugar, two cartons of eggs, three hams, four boxes of detergent, five boxes of crackers, six eggplants, and seven green peppers.

HazMat Warning

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Detergent Suicide

From www.wired.com



A suicide technique that mixes household chemicals to produce a deadly hydrogen sulfide gas became a grisly fad in Japan last year. Now it's slowly seeping into the United States over the internet, according to emergency workers, who are alarmed at the potential for innocent casualties.

At least 500 Japanese men, women and children took

their lives in the first half of 2008 by following instructions posted on Japanese websites, which describe how to mix bath sulfur with toilet bowl cleaner to create a poisonous gas. One site includes an application to calculate the correct portions of each ingredient based on room volume, along with a PDF download of a ready-made warning sign to alert neighbors and emergency workers to the deadly hazard.

The first sign that the technique was migrating to the United States came in August, when a 23-year-old California man was found dead in his car behind a Pasadena shopping center. The VW Beetle's doors were locked, the windows rolled up and a warning sign had been posted in one of the windows. Police and firefighters evacuated the shopping crew before a hazmat crew in chemical suits extracted the body and began cleaning up the grisly scene. Then in December, emergency workers responding to a call at Lake Allatoona in Bartow County, GA, found a similar scene. Inside the car, along with the body, were two buckets containing a yellow substance. A note on the window said "Caution" and identified the chemical compound by name.

Nobody connected the cases until last month, when a Texas surgeon realized that a new and dangerous suicide method was making the rounds. Dr. Paul Pepe, chief of emergency medicine at UT Southwestern Medical Center, warned emergency workers that they could become innocent casualties of the technique if they're not careful. Other experts agree.

"The normal response for an EMS, is they're going to break open the window," says August Vernon, assistant coordinator for the Forsyth County Office of Emergency Management, who was consulted by the Department of Homeland Security on the danger this week. "And that's a pretty normal call: someone unconscious inside the car. Fortunately, those people left notes, which is pretty unusual and a good thing."

"Eventually," he adds, "someone isn't going to leave a note."

Read More <http://www.wired.com/threatlevel/2009/03/japanese-deterg/#ixzz0gZ8iNufA>

Navy F&ES POCs

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News Distribution

Job Links



Navy Fire & Emergency Services (N30)

Commander, Navy Installations Command
716 Sicard Street, SE, Suite 1000
Washington Navy Yard, DC 20374-5140
<https://cnicgateway.cnic.navy.mil/HQ/N3/N30/default.aspx>
DSN 288

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What's Happening is now e-mailed to 861 monthly subscribers.

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

Job Links

Interested in becoming a DoD firefighter? Follow these links;

OPM: <http://www.usajobs.opm.gov>

Army: <http://www.cpol.army.mil>

Navy: <http://www.donhr.navy.mil>

Marines: <http://www.usmc.mil/>

Air Force: <https://ww2.afpc.randolph.af.mil/resweb/>

"Darkness cannot drive
out darkness; only
light can do that.
Hate cannot drive
out hate; only
love can do that."

— Dr. Martin Luther King Jr.

