



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America



May 2020

Tutti Vanno A Casa | Omni Cedo Domus | Όλοι πηγαίνουν σπίτι

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Email the Editor:

Ricky.Brockman@navy.mil

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The Badge

By Ronny J. Coleman

Some people have titles that designate their occupation. Terms such as doctor, lawyer, dentist, and accountant clearly indicate what a person does for a living. Others have titles that are ranks and they carry a badge. Why do some people carry a badge and other merely carry at title?

Many years ago, there was a famous show on television called "Dragnet". Sergeant Joe Friday with his characteristic monotone style let everyone know he was a cop – and he carried a badge. Some of you may even remember that it was badge #714. Basically, however, there are only two groups of people who still carry badges to designate their position in the professional world – police officers and firefighters.



Over the last couple of years, I have had many opportunities to speak at recruit academy graduations and/or promotional ceremonies for firefighters and to witness the pinning on many of these badges. It is a proud moment for the graduates or the promoted individual. In actuality, it is much more than being a proud moment. It is also an acceptance of responsibility and the acquisition of a long tradition of service.

The badge is not merely a piece of metal. It is a symbol, an icon that carries with it several thousand years of heritage and obligation. Unfortunately, many of the individuals in our society today have lost sight of why the shield has become part of our profession. Their acceptance of it focuses, in many cases, upon the attainment of the position as opposed to what the badge is, what it means, and why it is as important in a modern setting as it once was in its incipient phase.

In order to fully understand the impact of a shield, we have to go back to its origin. Several thousand years ago, our civilization began to organize itself into groups that were for or against various activities or philosophies. In order to show who was on what side they developed flags and banners. Often these flags and banners were carried in front of a marching military organization as an indication of loyalty of that particular group. Undoubtedly, the first signs that were used for this purpose were probably very crude but in almost all cases were symbolic.



Supporting the Fleet, Fighter, and Family



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It might have been nothing more than a stick with threads of colored textile or perhaps even animal fur suspended from the cross arm of the flag staff. The symbol that was used by the respective group, however, was used to tell friend from foe. Later, as adversarial relationships grew stronger and the weaponry grew more sophisticated, individual warriors took to carrying a device to protect themselves against weapons. They were called shields. Often the symbol of the organization was then emblazoned on the front of the shield so that the troops could distinguish themselves in time of battle. Notably, most individuals in the early days were right handed, therefore the shield was carried on the left arm leaving the right hand free to wield some other form of weapon.

Beginning with the Crusades, there were two organizations whose symbols began to stand for something other than merely the difference between friend and foe. The first of these was the Order of St. John of Hospitaliers. Their symbol was a red cross emblazoned on the shield. The second group was referred to as the Knights of Malta. The symbol that was a part of their uniform was a Maltese Cross.



The thing that distinguished these two orders was that they not only stood for the loyalty to the organization and their quest for a religious conquering, they also stood for the fact that these two organizations made it part of their mission to assist people who had been killed or injured in combat situations. The Order of St. John of Hospitaliers and their red cross were responsible for the creation of many of the early hospitals. The Order of the Knights of Malta quickly became associated with those who went out of their way to engage in courageous acts to save people who were endangered from the infamous “Greek Fire”.

In addition, the shield was used for another more gruesome purpose. It was not uncommon for a person who was killed in the line of combat to be carried from the field of battle on their own shield. Often, the knight who suffered in combat was buried with his shield. If they survived the wound and were able to either return to battle or at least back to a useful life in civilization, they were often rewarded with additional symbols that they were then allowed to place on their shield.

One of the most common symbols was the use of crossed weapons. In the language of heraldry, any time a weapon was crossed, it meant that it had been earned in combat. For example, crossed swords meant that a person had actually gone into battle. Crossed battle axes meant that the person had used the weapon in warfare. The weapon standing alone merely indicated intent. If it was crossed it indicated a performance.

Well, there is the long quantum leap from the crusaders storming the castles in their quest for the Holy Grail and a modern firefighter standing at a rostrum being pinned with a badge by a fire chief. Yet, there is a trail of heritage that goes from those early humanitarians up to and including the contemporary fire service.

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The Maltese Cross was adopted by the fire service because it stood for humanitarian purposes. In a book entitled, *The Fire Service and Its Emblems*, several other forms of crosses were displayed, including the Nowee-Patta. This cross, a version of the Maltese Cross, was also utilized by early fire departments to indicate their dedication to humanitarian purposes. The early firefighters in the 16th and 17th Centuries, in almost all cases, indicated their occupational orientation by the use of some form of device that was worn on their left arm. In some cases, it took the form of an arm band in the shape of a particular organizational symbol or, as was more commonly practiced in the United States, early volunteer firemen wore a large pattern that was on the chest of their shirts. These patterns were often cut in the shape of a shield with the name of their respective fire company embroidered across the shield.

Other examples of heraldry have been included in this concept. For example, the concept of the “Firefighter’s Cluster” which is essentially a scramble of axes, nozzles, fire hose, and other devices, was an extension of the concept that a person had used these in a combat situation in order to earn them. I recently talked with a firefighter who asked why all the components are in the scramble and what each of them stands for. There are many firefighters who wear a badge on their chest that contains a device which has long since lost its definition in the fire service. If you look at some of the badges, they have a device that looks very similar to a long pole with a ball on the end of it. It looks like a flame is coming out of the top of the ball.

This particular mechanism was carried by early fire departments as a precursor to the red light that is employed on the top of our apparatus. This ball was carried by a young man called a vamp whose job it was to run in front of the volunteer fire department shouting a warning and carrying a torch so that people would know that a piece of fire apparatus was soon to follow. Today, we have red lights and sophisticated electronic sirens to attempt to warn people to get out of our way. In those days it was a two footed, fleet of foot juvenile who accomplished that purpose. The symbol remained as part of our badge as an indication of our willingness to risk our lives in response as well as risk our lives in firefighting.

There are many symbolic aspects of the shield that also come from the heraldry field. For example, most badges have a continuous circle of some kind of edge to the badge that looks either like a rope or a chain. Not unlike a ring, it is unbroken and it goes from one part of the badge all the way around to the other side. The purpose behind this was symbolically to illustrate dedication and commitment to duty – an unbroken ring meaning loyalty and an unbroken loop meaning loyalty.

Atop many shields there is either an animal figure or a symbol such as crossed nozzles and a firefighter’s helmet. Some departments have crowned their badges with unusual animals, i.e., the Los Angeles County Fire Department has the California gold state bear. Many badges have what appears to be an eagle or a phoenix atop the badge.

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The phoenix was used in many early badges as a symbol of the sign of rebirth after a fire. In early mythology, the phoenix bird supposedly lived for 1,000 years. According to the myth, as the animal grew aged and bedraggled, it would eventually build a nest out of a pile of sticks and then ignite its own domicile. After it was completely consumed by the flames and the ashes would cool, a small worm would emerge from the ashes and then go through a series of metamorphosis until it achieved the image of a beautiful bird once again. The myth stated this process would occur over and over again, constantly renewing the phoenix to its youthful-like beauty.

As an aside, we often lose track of the fact that fire once had a strongly religious significance. The word ignite is actually an Anglo version for the Indian word Igni who was the Indian god of fire. Another commonly used device in the design of badges is to place some indication on the badge of the position that the individual holds. It is not uncommon for a firefighter to have the “scramble” indicating they are the ones who uses the tools. Apparatus operators are often given some kind of symbol that looks like a piece of fire apparatus. In one of the photographs that goes with this article the badge from the late 1800s from the Dalles, Oregon shows an old steamer. This was a contemporary piece of technology at the time this person wore the badge. Therefore, the steamer was symbolic of his responsibilities. It is not uncommon for a company officer to have a trumpet and for a chief officer to have crossed trumpets.

The question raised from time to time is why do firefighters wear silver badges and chief officers wear gold? The answer is found in a simple definition as the concept that society has on the value of a respective material. Gold is supposed to be a reward. It has been used in the fire service as a clear indication of a level of achievement. It is not uncommon for individuals who have achieved high levels of positions in the fire service to have badges that were not only made of gold but bedecked with various types of jewelry and precious stones.

One of the more interesting badges in my personal collection is one which I found in a junk shop in Laguna Beach. While riffling through a book store one day, I found a badge wrapped in a leather billfold stuck in with a box of old books that was being discarded. When I unwrapped the badge, I was surprised to see it was identified as Surgeon #1 on the Los Angeles City Fire Department. According to L.A. Fire Department officials, this badge was once worn by a physician in the San Fernando Valley who was not an official firefighter, but rather a fire buff who provided so many services to the fire department that he was recognized as being the official surgeon of the organization.

There you have it. That is a brief review of what that piece of metal is that we ceremoniously attach to our jacket or shirt after we have completed a period of time in training. It's not a sign of graduation; it is a symbol of commitment. That shield that was once used to protect an individual from the onslaught of weaponry is symbolic of the responsibility that a contemporary firefighter has of placing themselves between an emerging catastrophe and those lives and property that can be saved. No matter what its title, shape, size or design it remains as part of the uniform to remind us of our obligation, not as a symbol of authority to act.

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Ronny J. Coleman

I can recall a couple of years ago when there was quite a bit of discussion about eliminating the use of uniforms in the fire service. As a matter of fact, many departments will recall when there was such an attempt to downgrade badges, etc., that many individuals discontinued wearing the uniforms.

Personally, I can see both sides of the issue. We have been trying to change our image. Perhaps we'd like to be known more like doctors, lawyers, and CPAs. On the other hand, if I reflect back on the tradition and heritage of the shield, perhaps there is a balance point that needs to be achieved. We'll know in 200 years. If firefighters continue to wear the shield, perhaps form will follow function. While those of us who become casualties in the war against fire will not be carried off the field on the shield, it is true that wearing the shield is what places us in danger. Let us hope that the fire service of the future is as proud of their performance as the fire service of the past and present were of their role and responsibility in society.



Combs Cartoon

Heavy Responsibility



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Last Alarms

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Last Alarms

The USFA reported 36 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

Harold Moore, Jr. ♥
Jackson, ME

Robert Reisinger 🦠
River Grove, IL

Edward Ciocca 🦠
White Plains, NY

Allen Velega 🚚
American Samoa

Mike Tipoti 🚚
American Samoa

Donald DiPetrillo 🦠
Hollywood, FL

Andrew DiMaggio 🦠
New Rochelle, NY

David Clark 🦠
Bay Head, NJ

David Jameson, Jr. ♥
Independence, MO

Edward Singleton 🦠
Chicago, IL

2020 Totals

♥ 9 (25%) 🚚 6 (16%) 🦠 10 (27%)

♥ Indicates cardiac related death

🚚 Indicates vehicle accident related death

🦠 Indicates COVID19 related death



TCoOO Update



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Taking Care of Our Own

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

Taking Care of Our Own invites all DoD F&ES personnel to donate ONE HOUR of annual leave to DoD F&ES members in need to enable them to focus on recovery rather than financial distress.

Name	Location	Point of Contact
Kevin Stuebs	DLA Columbus, OH	Brent.Moreland@dla.mil
Richard Keat	Navy Region Mid Atlantic District 3	Marc.J.Smith@navy.mil
Steve Holekamp	Tinker AFB, OK	Thomas.Trello@us.af.mil
Alfie Soyosa	Metro San Diego, CA	Nicole.Stacy@navy.mil
Scott McGee	Portsmouth Naval Shipyard, NH	Marc.J.Smith@navy.mil

We provided all the service component chiefs with the proper procedures to enroll someone in the Taking Care of Our Own program. There was a trend of people using their own formats and forms which worked okay until the inevitable breach of personal identifying information (PII). We were very concerned about protecting PII when the program was stood up in 2003 and we designed standard procedures and forms to address those concerns.

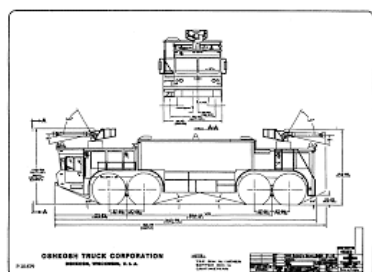
Please contact your service component chief if you haven't seen this information recently.

Back in the Day

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Oshkosh P-15 ARFF Vehicle

Story and photos by Tom Shand



The design of Aircraft Rescue Fire Fighting (ARFF) vehicles has advanced greatly since the introduction of the MB-1, MB-5 and P-4A model Oshkosh crash trucks in the U.S. Navy fleet between 1967 and 1970. At that time the largest capacity ARFF vehicles was the Air Force P-2 built by the FWD Corporation which was equipped with a 1400 gpm pump, 2300 gallons of water and 200 gallons of foam. By comparison the Navy version of the P-4A carried 1500 gallons of water along with 180 gallons of foam with a 1200 gpm pump.

Preliminary concepts for a larger capacity ARFF vehicle began during 1973 with the Oshkosh Truck Corporation awarded a contract for fifty-five model P-15 8X8 crash trucks for the United States Air Force. Production for these vehicles commenced in 1975, making these vehicles some of the largest land based fire apparatus in use by either civilian or military fire departments.

The P-15 ARFF carried 6000 gallons of water and 515 gallons of foam in stainless steel water tanks and was powered by twin Detroit Diesel 8V92TA engines rated at 485 horsepower through an Allison DRD seven speed automatic transmission. These vehicles were larger than any previous ARFF units and often required new apparatus bay areas to be constructed. The P-15 had an overall length of 45 feet, 2 inches, wheelbase of 304 inches with an overall height of 13 feet, 9 inches and weighted over 124,000 pounds when fully loaded.

Even with this weight the vehicle was capable of a top speed of 50 mph within seventy seconds. The suppression system consisted of twin Waterous fire pumps each rated at 1250 gpm with two manually operated roof turrets rated as 600/1200 gpm, 150-foot-long handline nozzle and four 2.50-inch discharges at the pump panel, located just ahead of the rear axle.

During 1984 the U.S. Navy placed into service four P-15 ARFF vehicles and assigned them to NAS Bermuda, Naval Station Keflavik, Iceland, Naval Station Roosevelt Roads and Naval Station Norfolk. All vehicles were painted lime green in color and had either white or red reflective lettering and vehicle identification numbers on each side of the vehicle. Due to their size these ARFF units were labor intensive to maintain with the dual engine and fire pump systems.

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Tom Shand



The Keflavik P-15 was assigned Navy property number 71-02648 and had a slightly different appearance with a top body handrail system, blue and amber color warning lights in place of the standard red beacon lights, along with a single forward mounted roof turret. The Naval Station Norfolk P-15, had SCBA's mounted adjacent to each roof turret and was assigned Navy property number 71-02650.

Since the introduction of the P-15 crash fire rescue vehicle, ARFF vehicle designs centered around 1500 and 3000 gallon units with more manageable sizes with higher capacity fire pumps and diesel engine powerplants with greater horsepower and acceleration characteristics. Back in the day the P-15 was the largest ARFF vehicle ever produced and it is doubtful that this design will be duplicated in the future.

Safety Stand Down



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IAFC Announces Theme for 2020

By Laura French

The International Association of Fire Chiefs (IAFC) Safety, Health and Survival Section has announced the theme of this year's Safety Stand Down is "Building a Superhighway to Safety – Protecting our Responders on Roadways."

Agencies will be encouraged to suspend all non-emergency activities to focus on training and education related to the hazards first responders face while performing their duties on roadways during the week of June 14-20.

"Operating in roadways during an emergency incident is one of the most treacherous threats that first responders encounter on the job," the IAFC said in a press release. "This important initiative encourages everyone to refresh their safety techniques and learn new skills based on current research, nationally recognized best practices and a growing number of distracted drivers on streets and highways."

Information, training resources and videos will be available on the Safety Stand Down website.

The Safety Stand Down is co-hosted by the National Volunteer Fire Council (NVFC) and the NFPA. The NFPA will be hosting an online quiz related to this year's theme; those who complete the quiz will be entered into a sweepstakes to receive a commemorative Safety Stand Down challenge coin.

Safe Routines

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Captain Merle Davis

Hose Testing Hazards

By Captain Merle Davis, Navy Region Mid-Atlantic, Naval Support Activity Crane, IN

With the shift in weather from winter's cold to the sunny days of spring, our schedules tend to shift to more outside training and duties. One of the most "beloved" is the annual testing of fire hose. While "beloved" may be an exaggeration for this task, we must remember that testing hose is entirely necessary, and one of the more important equipment maintenance tasks we can do in the fire service. Although testing hose is relatively simple, there are some hazards involved.



Test pump used during the rupture

Case in point: 2 May 2020 – the Navy Region Mid-Atlantic Station 31 (District 9, NSA Crane) crew was conducting hose testing on 3-inch lines utilizing a portable hose test pump. After obtaining test pressure, the firefighter conducting the test reached down to secure the pump. It was at that instant that a hose suffered a catastrophic failure of the jacket near the coupling at the end of the test section.



Skid marks caused by hose impact after catastrophic

The sudden release of pressure caused the pump to violently swing against the lines attached to the other two test ports, and the pump supply line. While contained by the water weight of the other test lines, and attachment of the pump's water supply line, the pump was able to move enough to impact the knee and hand of the firefighter. The firefighter was taken to the emergency room for evaluation and x-rays. Thankfully, he received no broken bones, and was released back to full duty.

According to NFPA 1962 (2018) at the point during testing where our hose failed, only a single member should be in the vicinity of the pump and hose test sections. Our firefighter was also wearing appropriate PPE (gloves, helmet, and steel toe boots), but still sustained considerable bruising and swelling to the hand and wrist, as well as bruising to the back of the knee.

As we can see by this incident, normal everyday tasks can be quite hazardous. Always be mindful of your surroundings when testing hose. Wear your PPE. Maintain a 15-foot safety distance from the side of the hose; looking from the pressure source to the distant end of the test sections, always work on the left side as you are inspecting for leaks. Stay up to date on the requirements of NFPA 1962 and convey those to your crew before conducting hose testing.

As we all know, work in the fire service comes with inherent risk. One of these risks is catastrophic failure of a hose section during service testing. Our goal is to ensure that each one of us can make it back home to our families. When performing hose testing, be familiar with the procedures and safety requirements of NFPA 1962, minimize personnel in the area, and maintain heightened situational awareness.

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Instructors Wanted

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Blues Flyover



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NFA Recruiting Contract Instructors

By George A. Morgan, Training Specialist, Response Section National Fire Academy

The National Fire Academy is currently recruiting for Contractual Facilitators to promote learning in the two new mediated courses and the one new residential course offering. Executive Leadership: Introduction to Executive Fire Officer Research and Research Design (M5101), Executive Fire Officer Thesis (M5105), and Exercise of Executive Leadership: Self (R5201), are new and revised learning components within the Executive Fire Officer Program. If you are seriously interested in the selection process: please review the instructor criteria identified in the attached link:

https://www.usfa.fema.gov/training/nfa/instructors_officials/criteria/index.html

If you meet or exceed the qualifications and would like to be a part of this exciting opportunity, please see our information on how to apply for a Contractual Facilitator position with the National Fire Academy by following this link:

https://www.usfa.fema.gov/training/nfa/instructors_officials/criteria.html

We look forward to working with you!

Blue Angels Over NAS Jacksonville



Firefighters from Naval Air Station Jacksonville enjoyed a flyover by the US Navy Flight Demonstration Squadron on Friday 8 May as part of Operation America Strong. The Blue Angels performed a 20-minute flyover around Jacksonville to honor all of the front-line responders dealing with the Covid-19 crisis. Six aircraft flew the delta formation with a seventh aircraft flying

along with the formation as a photo aircraft. The flyover at Jacksonville was followed by another flyover in Miami before the squadron returned to Naval Air Station Pensacola.



SA Matters!

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Managing the Mental Workload

By Rich Gasaway

The research I have conducted on the neuroscience of situational awareness and high-risk decision making has been fascinating and extremely enlightening to me. Over the past 12 years, it has been very rewarding to take the lessons of research and apply them for the benefit of first responders. For those who have attended one of my programs, you know these lessons are always shared in friendly ways (i.e., avoiding all the heady terminology of brain science).



One of the findings of my research led me to the conclusion that once a commander becomes overloaded and overwhelmed, managing the mental workload can become extremely difficult and meltdowns are predictable. And, much to my dismay, it is quite easy to overload and overwhelm someone who is under stress (e.g., the incident commander).

Understanding what is happening

Simply because someone is paying attention to their environment – looking around and actively listening – does not mean they understand the meaning of what is happening. We can see things we don't understand. And we can hear things we don't understand. The problem is, we don't always realize we are not understanding.

However, it is your understanding of something that becomes your “perception” of reality. Your perception IS your reality and if it is flawed you may not know any different until true reality replaces your flawed perception. Sometimes this happens in time to avoid bad outcomes. Sometimes it doesn't.

In dynamically changing conditions there is a lot of information to understand. Add stress and time compression and it is easy to see how the brain can become overwhelmed trying to make sense of it all. Unfortunately, the brain has a limited capacity for how much information it can process. When information comes in faster than the brain can process, the meaning of some of the information will be lost or misunderstood.

When the incoming information is complex, it can slow down the brain's ability to process the meaning, as well. As the processors get bogged down trying to assess the meaning of complex information, some of the new incoming information may not get processed (i.e., It will not be comprehended).

Speed and complexity

Rapid inputs, combined with complexity can quickly seize up the brain's mental processors. Where incident scene conditions change slowly and/or the information is not complex, commanders may be able to manage the mental load without the extra challenge.

The faster the rate of change and the more complex the information (both visual and audible), the harder it can be for a commander to comprehend the meaning, sort out conflicting information and keep track of the facts.

SA Matters! **(Cont.)**

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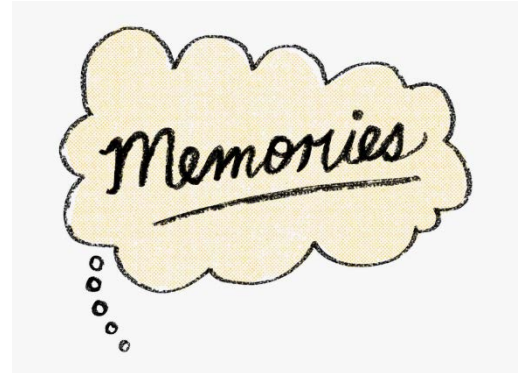
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The shocking experiment

In 2014 I created a research experiment I am now running in all of my Situational Awareness programs. The purpose of the exercise is two-fold. First, it serves as a powerful demonstration of how easy it is for someone to become overloaded and overwhelmed with information processing.

This experiment takes less than one minute. The participants are given a task that involves visual processing of information and simultaneous audible processing of information – not unlike what is required at any emergency scene.

The experiment tests the limits of short-term memory capacity and shows how vulnerable we are to forgetting what we see and/or hear. The experiment also tests a participant's ability to multitask. I explain to the participants that it is neurologically impossible to multitask the act of paying attention but, inevitably, there are those doubters in the room.



When the dust settles on the experiment, the results are always stunning and, quite frankly, disturbing. It seems as though the entire room has suffered a complete situational awareness meltdown. Keep in mind this is done in a classroom. There is no stress. No loud noises. No flashing lights. No screaming. No saws or fans running. No radio traffic to monitor. No personnel to account for. And yet... a complete meltdown occurs.

Suffice it to say, paying attention, understanding and predicting future outcomes in dynamically changing environments is extremely difficult.

Rich Gasaway's Advice

The solution to this problem might be one that's easier said than done, especially in the early moments of an incident while staffing is sparse. So, I want to acknowledge that some of the best practices I offer may be challenging for some organizations to achieve. Nonetheless, here are some solid recommendations for managing the mental workload.

1. **Prioritize the incoming information:** Not all input is critical. In fact, some of the incoming information just gets in the way of what you need to be paying attention to and remembering. The good news is, you can give thought to, in advance of an emergency, what pieces of information are the most important.
2. **Avoid distractions:** Easier said than done, for sure. At emergency scenes there is a lot of stimuli competing for your attention. Because of instinct, your brain has "primal trip wires" that are designed to alert you to impending danger. Thus, something in your environment that is loud, or bright, or moving, and/or moving in your direction (in the early cave-dweller's existence this might have been saber-toothed tiger lunging, for example) will capture your attention. Potential ADHD issues aside, emergency scenes offer a plethora of distractions. Keep your focus on priority issues (especially those related to safety).

SA Matters! (Cont.)

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Rich Gasaway, PhD

3. Write stuff down: Again, depending on the environment and the task being performed, it may be difficult to write things down. However, if you are in the fixed command position there is no reason not to journal the critical information. This is especially true about apparatus on scene and crew sizes, location, tasks being performed and progress being made (or not made). If something goes awry suddenly and your stress gets elevated, your ability to remember and recall could suffer a catastrophic meltdown.

4. Repeat to remember: The more you repeat information to yourself the better your recall of the information will be. This could entail repeating information in your head and can also entail repeating radio traffic. As you repeat it back you have to cull it out of memory, say it, listen to it and then send it back into to memory for processing again. This can help you remember and recall better.

5. Get some help: This is really important. I am thoroughly convinced, based on my research, the research of countless others, my evaluation of hundreds of casualty reports and my own lived experience: Commanding a high-stress incident with multiple companies engaged in high-consequence activities, requires the mental capacity of more than one person. It is not possible for one person to keep track of all the visual and audible information being processed. This is what the experiment discussed previously, demonstrates so well.



Action Items

1. Discuss the challenges you face with trying to process information in a dynamically changing environment.
2. Discuss a time when you missed (or misunderstood) radio traffic as a result of the volume of information you were processing (visual and/or audible).
3. Discuss the best practices you use for managing the mental workload at emergency incident scenes.

Thank You!



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Make Some Noise

Fort Story Family Homes (Balfour Beatty) organized “Make Some Noise” on Friday 8 May 2020.

“Make Some Noise” was designed as a way for the children in housing to get outside and blow off steam amid the COVID-19 related lockdown. They were treated to a first-responder vehicle parade, including Navy Region Mid-Atlantic Fire & Emergency Services units.

Here is Alyssa Elliott with her sign thanking first responders!



Social Security

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GOVEXEC.COM

The Best Date to Start Taking Benefits

By Tammy Flanagan, Govexec.com

One of the things I think I'm pretty good at is answering questions about federal retirement, but a recent email about Social Security left me stumped—twice.

Greg, a longtime federal employee, wrote to me:

Social Security benefits max out at age 70, I get that. But filing too soon loses a portion of the maximum amount, and filing too late loses a whole monthly benefit. I have searched all over, and nowhere can I find out exactly what the best date is to request benefits begin. ... My wife reaches age 70 in the middle of April and we were wondering how to maximize her benefit by selecting the best starting date.

I thought Greg was asking a very common question: When is the best time to file for Social Security retirement? So I replied as follows:

There are a lot of theories about claiming Social Security benefits. Social Security has a fact sheet on this question as well. There are many factors that can influence the best time for you:

Are you married or single?

What is the age difference between you and spouse, if married.

What is the income difference between you and your spouse, if married.

Do you have children age 18 or younger?

Are you widowed?

Are you still working or fully retired?

Do you have other sources of retirement income that could bridge the time between retirement and a later application for Social Security?

Do you have good health and family history that shows longevity?

My response was frustrating for Greg, because it didn't answer the question he actually was asking. So he tried again:

But the basic question—which is not answered anywhere on Social Security's website or anywhere in your published columns—is how to answer the question in the online application that says, "When do you want your benefits to begin?" The choices are limited to months, not dates. If the birthday month for age 70 is selected, the first half of the month is age 69 and only the second half of the month is age 70. So does selecting the birthday month for benefits to begin result in a calculation of "age 69 benefits" or "age 70 benefits?" If the former, then I would want to select the month AFTER the age 70 birthday month. Here's the problem: If I guess wrong (or if SSA gives me the wrong information) then either I get a lower benefit for life by going too early or I miss out on a full month of benefit by going too late. With so many experts out there saying that waiting until age 70 is an option, I can't believe this question hasn't been asked before and answered.

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Social Security (Cont.)

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Believe it or not, I still didn't understand the question. Here's my second response to what I thought he was asking:

Once you have applied, it could take up to three months to receive your first benefit payment. Social Security benefits are paid monthly, starting in the month after the birthday at which you attain full retirement age (which is currently 66 and will gradually rise to 67 over the next several years). Generally, the day of the month you receive your benefit depends on your birthday, or that of the person on whose record you're collecting benefits:

If the birthday is between the 1st and the 10th of the month, you will receive your first payment on the second Wednesday of the month after that birthday.

If the birthday is between the 11th and the 20th, you will receive your payment on the third Wednesday of the following month.

If the birthday is between the 21st and the end of the month, you will receive your payment on the fourth Wednesday of the following month.

Individuals first become eligible to receive a benefit during the month after the month of their 62nd birthday. So, someone born in May becomes eligible in June. Since Social Security pays individuals a month behind, the person will receive the June benefit in July.

If you would like to receive your first payment in the first month you are eligible, you will need to apply three months before your birthday.

This was still not the answer Greg was looking for. So he and his wife turned to the experienced and knowledgeable employees at the Social Security Administration. Here's what they said:

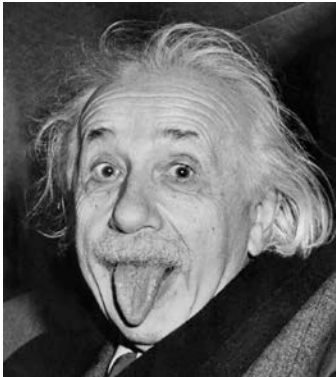
If you want to maximize your monthly payment—which means you want to collect the largest possible number of delayed retirement credits—then you want to specify in the application that benefits should begin in the month that you turn 70. For example, let's say that you turn 70 on Aug. 15. You may request that your benefit begin in August with the first payment in September. By requesting that your benefit begin in your birthday month, you will receive the maximum possible monthly payment for the rest of your life. Delaying your benefit until September (with payment in October) will not give you any additional retirement credit, and the monthly payment will still be the same as if your benefit begins in August, so all you are doing is giving away one monthly payment for no reason. However, if you request that your benefit begin prior to August, you will get an extra monthly payment, but the amount will be slightly lower and it will stay that way for the rest of your life, except for COLA adjustments.

There is one exception to the above strategy: If your birthday falls on the 1st day of the month, then you will want to request your retirement benefit begin in the month PRIOR to your birthday, as Social Security considers your birthday to begin in the month of the day before your birthday. So someone who turns 70 on August 1 should ask for the retirement benefit to begin in July.

Thanks for your patience, Greg, and for sharing this valuable tip for others to benefit from.

Safety Leadership

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What Company Officers Should Be Thinking About

By Ronald E. Kanterman

Introduction

The inventor, thinker, genius, mathematician and all-around smart guy, Albert Einstein once said, “the definition of insanity is doing the same thing over and over again and expecting different results.” I think he was right. We worked the same way for a long time (280 years or so) and our injuries and LODD’s became part of the game. However, it seems we’re on our way to better days. Keep in mind that there is lots of discussion on how and when to work safely and to when to be cautious and when it’s “not necessary to be safe all the time” to quote of few of our peers however it still seems to me that things are getting better. Is changing the way 1 million firefighters think and behave an easy task? Of course not. It’s like turning around an aircraft carrier. (Think about that.) One component of the “new thinking” is the National Fallen Firefighters Foundation’s *Courage to be Safe* and *Everyone Goes Home* Program. Is it the be-all end-all? No program is. My esteemed colleague, FDNY Battalion Chief (ret.) John Salka wrote an editorial a while back that discussed the fact that the safety culture is made of up numerous programs, ideas and ways of thinking. It’s not just one thought, program or issue. I agree with John as well. What most of us who have been around longer than 20 minutes talk about that it’s actually the components of the “safety system” that make up the whole. For me, training is the very basis of any fire department’s safety program. Good solid training and a good set of SOP’s/SOG’s that you train to, are the very foundation of safety.

I’ve been a firefighter safety advocate for a long time, maybe even before it became chic to do so. I’m not taking credit for it. It’s just that I’ve been doing it and preaching for quite a while. It may have been the time I spent as an industrial chief where everything is safety in large industrial settings and if you trip and fall, the big bad OSHA guy will be at the gate in 10 minutes. A lot of attention has been paid especially lately to the role(s) of company officer. It took the chiefs a long time (again about 280 years) to really understand that everything starts with direct first line supervision. So goes the officer, so goes the crew or the company. I’ve seen it firsthand even with simple mundane things. Example: I did a safety lecture for a mid size career fire department many years ago, four times for four shifts. The first night of four hot summer nights, the on-duty Deputy Chief showed late. He had on a white T shirt and pair of blue work pants that were washed 1,400 times and were now purple. He finished off this spectacular fashion statement with white socks and black sneakers. Got this picture in your head? The rest of the shift showed shortly after. Six companies, about 25 guys. Without me telling you the rest, can you picture what they looked like? All I could say to myself was “this is going to be a long night”.....and it was. Thank goodness, the next three nights proved to be much better with all in crisp uniforms and attentive to the lecture with the Deputies emphasizing my main points, as I took a breath in between sentences or a sip of water. So goes the officer, so go the men and women under their command.

Safety Leadership (Cont.)

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Being we established that it starts with you, become a safety advocate. The old “lead by example” applies here. Telling guys to wear any piece of PPE and you not wearing the same piece doesn’t work. You need to set the tone and the boundaries, walk the talk at all times and at all levels of the organization. Sometimes, it’s simply a “coaching job.” “Hey Frank, put your gloves on.” It doesn’t have to be a formal announcement, but a subtle reminder oftentimes works well. Remember that unless it’s imminent danger, admonish/remind in private. My good friend and associate Chief Peter Lamb (ret.) once said at a lecture that “what you allow to happen without your intervention becomes your standard.” Keep this one handy not just for safety but for everything that you do and what’s done around you for the rest of your career. If you don’t stop bad habits or bad behavior, then by default, it’s OK with you and it becomes your standard. Basically, you own it.

I have found that the two down and dirty program documents that can be taught and discussed with ease at the company level are the 16 Life Safety Initiatives attached to the *Everyone Goes Home* program and the IAFC’s Rules of Engagement for Firefighter Survival and Incident Commander’s the Rules of Engagement for Firefighter Safety. If you haven’t seen these, you may have been living under a rock with the GEICO man however no more excuses. Get them, read them and implement them. (We’ll give you some more resources at the end of this article.) Have you looked at NFPA 1500 lately? When it was published the first time, we collectively said “no way, we’ll never pull this off.” Well I hate to say it but Chief Alan Brunacini and his buddies were right again. We thought the 1500 committee lost their minds. In fact, most of us are doing most if not all of it now.



Foundations of Safety

As previously mentioned, for me, training is the very foundation for safety. The career folks should be training every work shift and the volunteers on a regular basis, whatever you think regular means. Train to your procedures and guidelines and remember to work the way you train and train the way you work. Here’s a few more of those every day sayings: Fight the way you train and train the way you fight. Train for life. I’m sure the brothers in New York wouldn’t mind it if you took their quote and hung it in your house-- “Let no firefighter’s ghost come back to say their training let them down.” Ensure your SOP’s or SOG’s are reviewed annually, that your members get the changes and the annual training program reflects those changes. This is an imperative step in having one blue print for operations. Do we run in to unpredictable things at incidents even though we talk about expecting the unexpected? Of course but if we’re working within some semblance of a guideline or procedure, we’ll be more likely to experience success and a favorable outcome.

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Situational Awareness

Situational awareness is a universal thought process that assists the human brain with decision making, e.g. fight or flight. For us, it starts when the tones drop or when the pager goes off. It continues to the apparatus floor or your POV, listening to the radio, making a mental size-up of the event while driving (remember; seatbelts, speed & intersections), size-up at the scene and making tactical decisions. Knowing what's going on around you and what can happen next are key thoughts that will help you tactically and add greatly to your safety and the safety of your crew. While every officer and firefighter on the scene should be doing this constantly and consistently, it's more important for the officer to be doing it. The "experts" that have studied SA have written papers and research dissertations and they concluded; a) loss of SA increases human error; b) human error is the most common cause of accidental death; c) improvements in SA can reduce the number of firefighter injuries, near misses and deaths."



Some tools for improving situational awareness and LODD prevention:

- ❖ Pre-emergency and pre-fire planning
- ❖ Building reconnaissance
- ❖ Inspections
- ❖ Familiarization tours
- ❖ Training
- ❖ SOP's/SOG's

Being a Health and Safety Champion

Start thinking globally. Hop off the rig for one moment. Consider this checklist:

The firehouse and general quarters:

- ❖ Are your floors skid proof? How many fire departments have had epoxy applied to the apparatus floor only to find they became a skating rink when they got wet which is most of the time?
- ❖ Do you have a PPE cleaning program?
- ❖ How are your living and sleeping quarters?
- ❖ Do you have an exhaust system for your rigs? Do you use it?
- ❖ Do you have a decon room for EMS?
- ❖ Are your walkways, stairwells, basement areas, etc., well lit?
- ❖ Are you storing hazardous materials as per fire code?

Safety Leadership (Cont.)

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Ronald E. Kanterman

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Wellness and fitness:

- ❖ Have you gone “light” for meals?
- ❖ Are your members working out and taking the time to exercise?
- ❖ Are you using stairs vs. elevators?
- ❖ Are you doing group exercise sessions?
- ❖ Do you have a Peer Fitness Trainer?
- ❖ Do you have a Health and Safety committee?
- ❖ Are you paying attention to nutrition?
- ❖ Are you performing medical evaluations and screenings annually?
- ❖ Are you doing long term follow-up for injuries and work related illnesses?
- ❖ Are you doing gross decon after a structure fire?
- ❖ Are you taking cancer mitigation measures after calls and in quarters?

Resources

Check out these resources to help you bulk up your safety knowledge:

National Fallen Firefighters Foundation:

www.lifesafetyinitiatives.com

www.everyonegoeshome.com

www.firehero.org

www.fhln.com

www.firefighterclosecalls.com

www.iafc.org

www.iaff.org

www.FCSN.org

www.niosh.gov

www.fema.dhs.gov

www.nfpa.org

- 1581-Infection Control
- 1582-Fire Department Medical Program
- 1583-Health Related Fitness
- 1584-Rehabilitation at Incidents

Leadership Lessons

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The Fire Inside of You

By David Griffin, PhD

When I was a 17-year-old knob at The Citadel, I was introduced to a concept that would begin my journey of leadership and that would guide me through my life. At the time, that concept didn't make sense to me nor did I understand how much of an effect that it would have on me. All I remember is that I was absolutely petrified of my company commander the first time that I saw him. I can remember him like it was yesterday. This dude was the epitome of what The Citadel taught. The way that he wore his uniform was pristine, pressed and altered to fit him perfectly. His haircut was on point, and he was built like a statue. He articulated well and didn't mess around when it came to leading the company. All that I knew is that I wanted to emulate him, whatever it took. It's funny though: I wanted to emulate him, but he absolutely didn't like me. You see, I had a problem with learning how to perform basic marching and rifle movements. So, every time that I messed up, he was right there, and, boy, would he give me an earful. It got to the point where he would yell, "Griffin, stop shaking!" That's how nervous that this guy made me. However, it wasn't that he made me nervous in a bad way. It was more that he took his responsibility so seriously and that he set the example so high, it was difficult to live up to.

Lo and behold, he was a very nice guy, and he built a huge following with his demeanor and his leadership skills. Well, little did I know that he had bought into the concept of what The Citadel is built on: principled leadership. Now, back then, it wasn't as documented or as published as it is in today's internet society, but the guiding principles were the same. This concept has been evolving since 1842, when The Citadel was established, and it will continue to do so long after we're gone.

What is principled leadership, and how can this help you in your journey personally and professionally? Ingenious of them, The Citadel utilizes the acronym LEADERS to express each part of the concept of principled leadership. It's easy to remember and recall when you need it:

- L—Lead with humility;
- E—Embrace a true, authentic self;
- A—Act and speak with courage;
- D—Develop and value people and resources;
- E—Empower and hold others accountable;
- R—Respect others by building trust and learning from mistakes; and
- S—Serve others before self.

Lead with humility speaks to viewing one's own strengths and weaknesses in a balanced perspective that recognizes the abilities of others and invites their contributions.

Embracing a true, authentic self refers to staying open and truthful with others by acting consistently. It also incorporates demonstrating authenticity by accurately representing one's true intention and commitments as well as not behaving inconsistently according to a role or position.

Leadership Lessons (Cont.)

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Dr. David Griffin

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Acting and speaking with courage means engaging challenging situations proactively by strongly relying on values and convictions. It also calls for taking risks that are reasonable in view of potential benefits, particularly for innovation and creativity.

Developing and valuing people and resources speaks to taking responsibility for the value of people and resources and stewarding them in the common interest, rather than using them in one's self-interest.

Empowering and holding others accountable enables and encourages the personal development of others, believing in the inherent value of each individual, and giving authority and power to make decisions. Also, holding others accountable for performance and outcomes within their control ensures that they know what's expected.

Respecting others by building trust and learning from mistakes creates an environment of trust and freedom in which others can make and learn from mistakes. This tenet also refers to accepting and understanding others, to build trust and healthy interpersonal relationships and to bring out the best efforts of others. One also must make reasonable efforts to avoid rejecting or punishing others as well as not trying to get even.

Serve others before self demonstrates inclusive leadership that embraces diversity and creates security, opportunity and fulfillment for all.

This is powerful information that is followed and utilized easily with practice.

Now, please don't think that this is an article that's designed to talk about myself, because I went to The Citadel or to impress you. I don't care about that one bit. There's no ulterior motive here. I write from my reality.

That said, I view the concepts that I was taught in becoming a part of "The Long Gray Line" and on "the road less traveled" as unique. I wanted to share a small part of that experience in the hope that it sparks a fire inside of you.

Finally, the information that you just read isn't from some random concept that I believe is cool to write about, with no experience in it whatsoever. It's how I live my life every day. I hope that it is helpful to you, because the more that I seem to learn and to pass on to others, the more I realize, I don't know much at all.

Dr. David Griffin is a battalion chief and deputy director of training in Charleston, SC. He was the operator of the first due engine on June 18, 2007, when nine of his fellow firefighters perished in the line of duty. He has a bachelor's degree in education from The Citadel, a master's degree in executive fire service leadership and a doctorate in organizational leadership and development. He is the author of "In Honor of The Charleston 9: A Study of Change Following Tragedy" and "From PTSD to PTG: A Firefighter's Journey After A Multiple LODD Incident," among numerous books. Griffin also is an international speaker and instructor, a certified Chief Fire Officer and Chief Training Officer with The Center for Public Safety Excellence, and a graduate of the Executive Fire Officer Program from the National Fire Academy. He recently was selected to complete Harvard University's Kennedy School of Executive Education program's Senior Executives in State and Local Government. He is the owner of On A Mission, LLC, at drdavidgriffin.com.

CPSE Corner

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Reactivity vs. Proactivity: Risk-Driven Performance

by Deputy Chief Holger Durre, CFO

The fire service is changing more rapidly now than it has in its existence. If your ears aren't perking up with regard to the influence that the changing environment is playing, I would ask you to unbuckle your radio strap, postpone your next Web surfing for the fire videos, and tune in long enough to listen to the winds of change. They are prevailing, and they will be with us as long as any of us serving in this profession will be around for. For instance, the role that pre-hospital medicine, data analysis, and the science of fire behavior are playing is just the tip of the iceberg. These are just the "appetizers" to the dinner party we have been invited to. Understand and know that these issues already have, and will, change our industry profoundly in the years to come. However, as a culture, we have a significant blind spot that has the potential to impact our constituents if we don't look over our shoulders.

The problem is that we continue to come up with reactive and response-based solutions to the need that our communities ask us to solve. As proof, dust off the mission statement of your organizations. Usually, fire service organization mission statements boil down to this: "If you have a problem, we will respond, lights and sirens, to solve it and give you a hug to make it alright." This isn't bad at its core. But if you need more proof, think of this. Every fire department is able to tell you the number of runs they had last year. It's a badge of pride. Just think of the swagger that the "busiest" company in your organization presents itself with. By doing this, we celebrate the misfortune of the very citizens we are dedicated to protect. This is ultimately our collective fault.

However, I would offer a concept to challenge that thinking. Is this very mentality simply serving our own need to be needed? Do we, as an industry, focus on response times, task level competence, and specialization so much that we blind ourselves to the potential service delivery we offer to our communities? And is this mentality ultimately weakening our ability to meet the needs of our communities?

Unapologetically, I will offer that our need to intercede when things go bad cannot, and should not, ever go away. Our personnel need to be ready, skilled and "battle-ready" to rescue those we have sworn to protect from harm. But this should never occur at the cost of our actual duty. We are here to protect our communities from the impact of the worst. We are the subject matter experts that our communities rely on to provide an answer when the unthinkable occurs, which means we know instinctively that what we do is not a matter of if, but when.

The unthinkable to the community is, in most cases, the predictable to us. If you don't believe me, look at your agency's last annual report. Was it any surprise to you that structure fires occurred in your jurisdiction at a rate similar to the year prior? Were you shocked to find that low-acuity medicals increased in your jurisdiction? And, in some cases, was it really earth-shattering that yet another community that was built in the urban interface was overrun by a massive wildfire?

CPSE Corner (Cont.)

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Deputy Chief Holger Durre, CFO

We need to reimagine what duty, courage and commitment mean to those we serve. Before you break out in hives at the thought of carrying a code book, please know this. The National Institute of Standards and Technology (NIST) studies have proven that it takes one heck of a fire department to respond to a modern building with modern furnishings to intercede prior to flashover. Yet, despite our collective realization of these facts, we continue to solve the problem by applying “Plan A” harder.

The time has come for us to fix this. How do we do this? Quite simply by focusing on the risk our citizens face rather than the incidents we respond to. Study your community diligently and with the same sense of duty, courage and commitment that we tackle our response work with. Please understand unequivocally that I am not proposing shifting every front line firefighter to the fire prevention bureau of your organization. Quite the opposite. I am simply challenging the fire service to change its value system. It is our culture that rewards valor, even when we make stupid decisions, based on an event occurring. Unfortunately, and subconsciously, that means we intrinsically value an event to occur over our customer ever getting in a tough spot in the first place.

The bottom line is: Know your risk – and not the Chicken Little version but the Gordon Graham version. The sage of risk reduction in our industry got it right: Predictable is preventable. But we need to stop limiting that thinking to just ourselves when we hear this. We need to expand the idea to the communities we are sworn to protect. Start by valuing risk reduction, then build a comprehensive solution to address that risk.

Each community is different, so adapt. But whatever you do, for once, don’t just do something (respond) and stand there (assess). Do a 360 of your community before the emergency ever reaches your PSAP. Be a responsible leader in public safety. That very term implies that we are duty bound to keep our communities safe. Do this with the same passion you invest in your primary search techniques as you do in partnership with your homeless shelter to direct individuals to social services. Put the same energy into your company inspection as you do into your technical rescue training drill. Get out of your comfort zone and know that the community will always need us. This is not an existential crisis; it’s a lack of situational awareness on our part. We’re experts at situational awareness; use this strategically and communitywide, not just on a call-by-call basis. And finally, change your attitude from reaction to proaction. Bad things will always happen, but we already know that. It’s time we stopped reacting to our community’s crises and get involved in being proactive by implementing a system built on comprehensive risk reduction. And that starts by honestly understanding the potential risk in our community and then proactively mitigating that risk through assessment and intervention.

I’ll leave you with this: The father of the American fire service, Benjamin Franklin, said that “an investment in knowledge pays the best interest.” It is time we invested in using our knowledge based on being proactive. The citizens we serve deserve this act of fundamental courage. It’s time to get to work.

Holger Durre serves as the deputy chief of Boulder (CO) Fire-Rescue. He has a master’s degree in public administration and is a designated Chief Fire Officer (CFO) through the Commission on Professional Credentialing.

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EMS Week 2020

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Keep On Keeping On

www.emsworld.com



Happy EMS Week—especially this year.

As if scripted by Hollywood, this year's COVID-19 outbreak provided a poignant lead-in to America's 46th annual salute to its emergency medical providers. As thousands fell ill and society ground to a near-halt in an unprecedented epidemic, EMS providers kept doing what they do: They kept turning up for work, kept answering calls, and kept providing the best possible care despite uncertainty and risk to themselves.

To all of them and the rest of you, let's stay safe. EMS World is working constantly to bring you the latest and most current information on the COVID-19 outbreak through its dedicated page; please also follow instructions from your medical leadership, local and state authorities, and respected sources like the CDC and WHO.

National EMS Week dates to 1974, when President Gerald Ford authorized a special observation and celebration of the essential work performed by EMS providers every day. Each year the National Association of Emergency Medical Technicians (NAEMT) partners with the American College of Emergency Physicians (ACEP) to lead EMS Week activities.

The diverse nature of EMS is reflected in the week's five daily themes: education (Monday), safety (Tuesday), EMS for children (Wednesday), save a life (Thursday), and EMS recognition (Friday). The content in this year's package also reflects those themes.

That diverse nature means all your regular 9-1-1 calls—from simple falls to massive MIs and everything in between—don't stop just because a new threat's grabbing headlines. And oh, yeah, you've kept answering those too. So thanks for that also, and enjoy EMS Week—you've really earned it this year.

Healthy Eats

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Beefy Italian Vegetable Soup

This one-pot, easy-to-make soup is so full of beef and vegetables that it could almost be called a stew. Beans, mushrooms, kale, chunks of tomatoes and beef sirloin will fight for space on each spoonful.

1 teaspoon vegetable oil	¼ cup dry red wine (optional)
12 ounces boneless beef sirloin steak	½ teaspoon dried Italian seasoning
8 ounces fresh mushrooms, quartered	¼ teaspoon fennel seed, crushed
1 medium onion, chopped	¼ teaspoon ground pepper
3 cloves garlic, minced	3 cups kale, chopped
1 tablespoon balsamic vinegar	1 cup fresh green beans, bias-sliced
2 (14 ounce) cans beef broth	1 medium yellow bell pepper, chopped
1 (14½ ounce) can diced tomatoes	

Trimmed fat from sirloin steak and cut into bite-size pieces

Heat oil in a large pot. Add beef to the pot. Cook over medium-high heat until browned, stirring occasionally. Remove the beef from the pot with a slotted spoon.

Add mushrooms, onion, and garlic to the pot. Cook and stir 6 minutes or until tender and the mushrooms are browned. Add vinegar and stir to remove the browned bits on the bottom of the pan.

Add broth, undrained tomatoes, wine (if desired), Italian seasoning, fennel seed, and ground pepper. Bring to boiling. Add the beef, kale, green beans, and bell pepper. Reduce heat and simmer, covered, about 15 minutes or until the vegetables and beef are tender. To serve, ladle soup into bowls.

Legacy Vehicles



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U.S. Naval Academy's First Motorized Fire Truck



PHOTO BY E.H. ARD ANNAPOLIS, MD.

The U.S. Naval Academy's first motorized fire apparatus a double tank chemical car purchased in 1924 from the Colonial Motor Company of Annapolis. Photo courtesy of Ted Heinbuch

Navy F&ES POCs

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Navy F&ES Legacy

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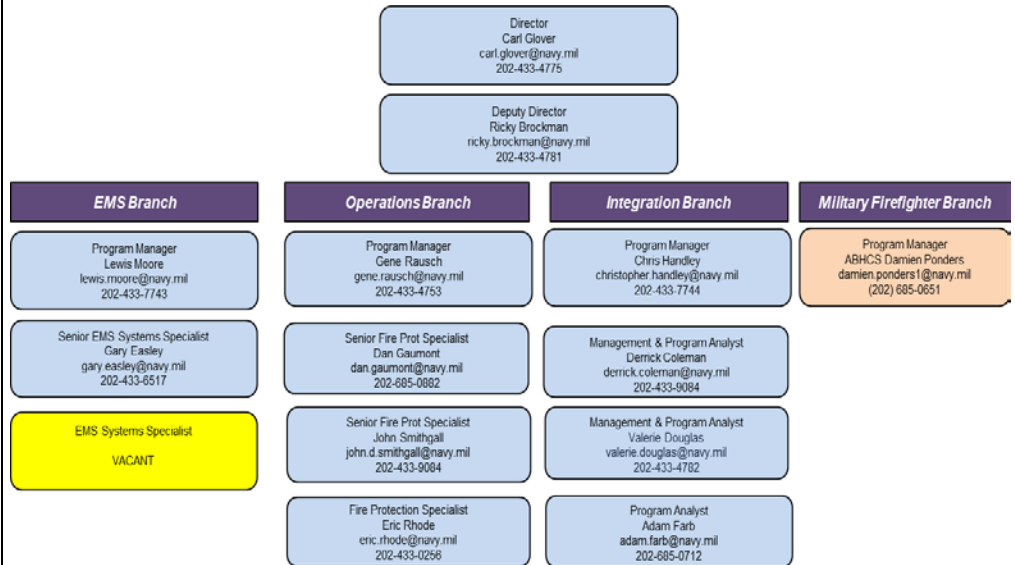
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