



What's Happening

Navy Fire and Emergency Services Newsletter

Protecting Those Who Defend America



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Of Costs and Competencies

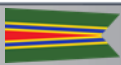
By Ronny J. Coleman

Let's start this month's column with two words; competition and competency. And, two columnists. These two words are often used in our occupation. We start off using them in rookie school. We are admonished in the recruit Academy to the best we can be, and need to be prepared to provide the highest level of service we can to our communities. The skills and attributes we bring to the tasks are very well defined. These skills involve things like pulling hose, donning equipment, crawling into hostile of Fireman's, and if we do it right our community thanks us in many, many ways.

Fast-forward from the rookie graduation to City Hall Council Chambers. The two buzzwords that were in the air at the rookie Academy now have a totally different implication. We are competing for funds, and we are competing with everyone else in government that once those funds to carry out their specific function. No hose lays, no PPE, but a hostile environment nonetheless. The skills and attributes that are going to be required to survive in this scenario are drastically different.



I recently heard a new phrase. "Survival is the new form of success." The vocabulary is different. The consequences are different of your going to survive you had better be prepared than everybody else is who is competing for the same dollars. You don't have to be the best firefighter but you had better be the best justifier. You need a totally different set of tools. The purpose of this month's column is to talk about a couple of tools you may have never used, or for that matter may have never heard about. These tools were brought to me in a discussion with retired Fire Chief Robert Marc the municipal cost index in order to improve your competition Marcucci. (San Rafael, CA)



Chief's Clipboard (Cont.)

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What prompted our discussion was a dialogue over comparing levels of service with costs of providing those levels of service today. I have listed Chief Robert Marcucci as my co-columnist in recognition of his bringing this tool to my attention.

The tool is called the Municipal Cost Index (MCI)

The cost of providing fire protection, and maintaining a Level of Service appropriate for the identified community risk, is indirectly related to the Municipal Cost Index (MCI). When the cost of providing fire protection exceeds the Level of Effort, or the amount of funding a



community is willing to contribute to fire protection, and there is an unexpected increase in the Municipal Cost Index, the Level of Service may very well need to be adjusted to match the available revenue, or the increase in the price of supplies.

The Municipal Cost Index was originally established for the American City and County and reflected the composition of local government purchases in the base year of 1967. In April of 1988, the base year was switched to 1982. The MCI reflects changes in price over specific periods of time at the national level. The term 'municipal services' includes all governmental agencies, including those providing fire protection in towns, cities, fire districts, CSA's and volunteer fire companies.



The MCI draws on monthly statistical data collected by the U.S. Department of Commerce and Labor, in addition to independently compiled data, to forecast a composite cost picture for the immediate future.

The index is useful to fire service managers in at least four ways:

- To demonstrate, justify or illustrate increased expenditures attributed to inflation when preparing and submitting annual budgets, or other cost estimates.
- To provide fire managers a sense of price trends, and how this may affect their department, and in turn how they may minimize their budget shortfall.
- To help control price increases for commodities purchased by the fire department by monitoring price increases and purchasing in quantity or anticipating price fluctuation or increases.
- To measure the effect of inflation on fire department budgets and expenditures over time.

The Municipal Cost Index is composed of three major indicators: the Consumer Price Index (CPI), the Producer Price Index (PPI) and the Construction Cost Index (CCI), all published by the U.S. Department of Commerce. The CPI measures changes in the price of goods and services such as food, housing, clothing, transportation and health and recreation for urban consumers.

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Ronny J. Coleman



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The CPI measures changes in the price of goods and services such as food, housing, clothing, transportation and health and recreation for urban consumers. The Producer Price Index was designed by the Department of Labor to show the rate and direction of price movement for individual commodities and groups of commodities. In addition, the Producer Price Index measures cost fluctuations in goods and materials which could total approximately 20% of a department's budget. Commodities range, for example, from construction machinery and motor vehicles to fuels. The Construction Cost Index reflects changes in the cost of materials, skilled labor and unskilled labor, in both general construction and building construction in the municipal areas. The MCI is adjusted by changes in the cost of materials and supplies, wages and contract services. However, no single price index will provide inflation relief to communities across the country. The MCI will, however, provide a yardstick against which locally developed indexes can be measure. To become more familiar with the specifics of the concept go the following website;

<http://americancityandcounty.com/municipal-cost index>

My observation regarding this toolkit is that we should be embracing this concept as part of our understanding of the impact and consequences of budget formulation in general. In general the budget process is pretty simple. You write down how much you need to do the job. You write down how much revenue you're going to get. You add up the two columns and see if the income is more or less than the expenditures. The degree to which you can keep them in balance makes it far easier to operate the budget and dealing with spikes.

If you were in recruit school you would not pass the practical sans the proper PPE. Arm yourself with a few more of the facts that are described in this method of assessing Municipal Price Indexes and you will improve your competency at the budget table.

This tool takes you one step further back than merely starting on the budget document. They give you a much better understanding of what your community capacity is in meeting your needs. Once you know that you're better prepared to address the budget process. You are also more competent than the average department head in understanding this concept.

Editor's Note: In the Commander's Forward, the Commander, Navy Installations Command (CNIC) Operations Plan, CNIC Executive Director, Mr. Tim Bridges challenged; each member to squeeze every bit of value out of everything we have to support the Chief of Naval Operations focus areas -- Warfighting, Warfighters, and Future Navy.

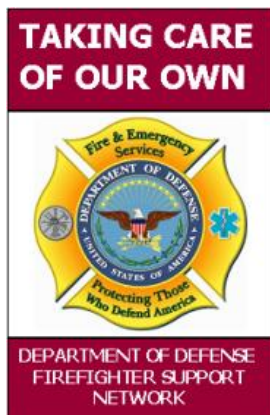
CNIC is responsible for 70 installations around the world, along with a host of special areas and contingency locations. These commands execute the mission and are why we exist -- they are the pointy end of our spear and is where we will focus our time and attention. Shore resources will be stressed as we look at how to best afford tomorrow's Navy. In FY 2021, Region Commanders have the authority for resource management to manage execution of their authorized controls and end strength.

Last Alarms

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TCoOO Update



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Last Alarms

The USFA reported 80 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

- Lemuel Bruce** ♥ Houston, TX
- Matthew Bennett** ♥ Indianapolis, IN
- Robert “Bobby” J. Rocha** 🌿 Kansas City, MO
- Keith O. Williams** ♥ Camilla, GA
- Sean D. Laffan** ♥ Oakland, CA
- Robert Cree** ♥ Harrison Twp, IN
- Harold Boone** 🌿 Forsyth, GA
- Joseph “Joe” Gallo** 🚒 Blissfield, MI
- Johnny Ivison, Jr.** 🚒 Easton, KS
- Michael Buitendorp** Grant Twp, MI

2020 Totals

♥ 33 (41%) 🚒 9 (11%) 🌿 22 (28%)

♥ Indicates cardiac related death
 🚒 Indicates vehicle accident related death
 🌿 Indicates COVID19 related death



Taking Care of Our Own

There are currently eight DoD firefighters in the Taking Care of 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 |
| Steve Holekamp | Tinker AFB, OK | Thomas.Trello@us.af.mil |
| Alfie Soyosa | Metro San Diego, CA | Nicole.Stacy@navy.mil |
| Andrew Swick | USAG Yuma, AZ | Daniel.P.Goodwin2.civ@mail.mil |
| Robert Viafranco | NAS Corpus Christi, TX | Matthew.Sedgwick1@navy.mil |
| Patrick Hammer | Kirtland AFB, NM | Joseph.Rivera.33@us.af.mil |
| Christopher Bishop | F&ES Gulf Coast, FL | Daniel.Chiappetta@navy.mil |
| Philip Eubanks | F&ES Gulf Coast, FL | Michael.S.Glover@navy.mil |

The TAKING CARE OF OUR OWN initiative was launched in October 2004 to provide a support network among DoD Fire and Emergency Services personnel to help members suffering from a personal crisis resulting in a need for leave donations.

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

Back in the Day

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U.S. Navy Duplex Walter Pumpers

By Tom Shand



Annapolis Engine image by Jeff Mogush



The Walter Motor Truck Company was a pioneer in producing all-wheel drive trucks and fire apparatus for use in fire departments and airports worldwide. The company was started in by Mr. William Walter during 1909 in New York City. The first piece of fire apparatus, a hose and chemical wagon was built for Hatboro, Pennsylvania in 1908. Walter would not build another fire truck until 1929 with the delivery of four tractors for the New York City Fire Department to pull an older water tower and several aerial ladders.

Due to the success of these vehicles Walter produced thirteen additional 75 foot wooden aerial ladders for New York with different manufacturers providing the aerial device. Over the years Walter produced many custom chassis fire apparatus including their first delivery of a modern crash fire truck in 1949. Walter quickly became noted for their go-anywhere crash vehicles that featured bodywork built by Maxim Motors. During the 1960's the U.S. Navy took delivery of a number of Walter trucks, including model RDUL rear steer snow plows and MB-1 model ARFF vehicles. A 1979 model CB3000 crash truck with property number 71-02623 protected the Grumman Aerospace facility in Calverton, New York where the A-6 Intruder, F-14 Tomcat and EA-6B Prowler aircraft final assembly took place.

During the early 1970's through 1986 fire apparatus acquisitions were joint purchases shared between several branches of the military including the Coast Guard and Veterans Administration. U.S. Navy and Marine Corps frequently combined their requirements for new engine apparatus and purchased identical model apparatus at considerable cost savings.

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Tom Shand

Engine apparatus prior to 1975 were built on commercial, two door cab chassis with limited body compartments, requiring the crew to ride on the rear step. The first custom chassis pumpers with canopy cabs were built using both Duplex and Spartan chassis with low side body compartments and limited attack lines.



Chesapeake Beach Engine image by Tom Shand

Beginning in 1983 the U.S. Navy placed two orders with Walter Motor Truck to build seventy six pumpers with the first rigs completed the following year in January. Shortly thereafter, the Marine Corps ordered eighteen pumpers from the Walter plant located in Voorheesville, New York, with the Coast Guard adding on four pumpers along with eight pumpers for the Veterans Administration for protection at VA Hospitals.

All pumpers were built on a Duplex-260A aluminum chassis and powered by 8.2L Detroit Diesel engines rated at 205 horsepower through an Allison MT-643 automatic transmission. In addition, all units were built using a Hale 1000 gpm fire pump, 750 gallon water tank, 100 gallon Class B foam tank with a Feecon around the pump foam system. The pumpers were built with a 176 inch wheelbase and overall length of less than 28 feet. These pumpers were some of the first to be provided with aluminum bodies, high side compartments, triple crosslay hose beds together with a pre-piped deck gun. Pumpers from this order were assigned to Naval installations including Alameda, Annapolis, Dahlgren, Hawaii, Miramar, Norfolk, Pensacola and Yokosuka, Japan.

While the pumpers were simple in appearance they would provide many years of service to U.S. Navy fire departments before being retired from front line duties. Several of these pumpers continue today to protect communities that have rebuilt these units for their use. The Duplex-Walters pumpers would be the last group of custom chassis structural apparatus built by Walter as they continued to produce ARFF vehicles and heavy snow removal equipment until the company closed its manufacturing operations in 1997.

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Fire Prevention

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NS Guantanamo Bay F&ES Serving Up-Fire Safety

By Clifford Foley, Fire Inspector

NS Guantanamo Bay Fire & Emergency Services hits the road for the national annual campaign, Fire Prevention Week. Jointly, the fire prevention division and the fire operations division stressed this year's message to all Service members, federal service employees, contractors, foreign nationals and dependents. The message was "Serve Up Fire Safety in the Kitchen™."

NS Guantanamo Bay kicked off the event on Fri., Oct. 2nd, with the signing of the Fire Prevention Proclamation. The base commanding officer, CAPT John A. Fischer signed the official proclamation; meanwhile, CDR Zeverick L. Butts attended the ceremonial signing at Fire station 1 with Sparky and Pluggie as special guest.

The same day of the proclamation signing, Fire Inspector Clifford Foley was a special guest on Radio GTMO answering questions and commenting on this year's theme and shared the history of Fire Prevention Week and its ties to the Great Chicago Fire. Inspector Foley commented, on the history and tradition of every

U.S. president signing the national proclamation since 1925 when President Calvin Coolidge proclaimed Fire Prevention Week a national observance, making it the longest-running public health observance in our country. Inspector Foley also addressed various fire safety concerns, such as general candle safety and Jack-O-Lantern candles and Halloween costumes, turkey fryers, Christmas trees, and electrical safety.

We started our Monday morning at the Child Development Center where Fire Inspector Foley and the engine crew practiced their singing voices with the kids as they sang the song called Dial 9-1-1 to the tune of Twinkle Twinkle Little Star. You can only imagine what that may have sounded like coming from grown adults; however, the kids loved it! Sparky was in the choir but he seemed a little choked up and silent during our singing.

The rest of the week was spent targeting areas with higher populations and where the fire safety message would be effectively distributed. One of the challenges



GTMO F&ES kicks off Fire Prevention Week 2020 by signing annual proclamation.

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Fire Prevention (Cont.)

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this year is COVID-19 and ensuring all fire department personnel followed - Preventative Medicine's recommendations for social distancing, mask wearing, and limiting crowd sizes.



Inspector Clifford Foley at W.T Sampson Elementary reaching the minds of the young.

Even with these limitations, we were successful reaching out to about 600 participants while the rest of the population of about 6,500 were notified by the replaying of Foley's Radio GTMO interview throughout the week and via Facebook and the local television channel displaying the Base Roller.

The fire department team provided portable fire extinguisher training; annual flightline wheeled fire extinguisher training to flightline personnel; set-up fire safety booths to provide safety bags with novelty items printed safety messages; conducted fire engine tours; Sparky visited work spaces and kids; crawling low under smoke with kids; and speaking about the science of fire and performing science of combustion demonstrations using a lit cigarette and pure oxygen for the students at W.T. Sampson School and the youth center.

Combs Cartoon



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Dual Hatter



High-potential Employees:

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Emerging Leaders on the Move

By Scott Metzler, Chief, Newton (Kansas) Fire/EMS Department

Help your high-performers grow into their leadership potential while avoiding disillusionment or burnout.

It's no secret that some of your members are better at their jobs than others. Every organization has those emerging leaders who are on track to shape the workplace culture and raise the bar for everyone around them. If you can manage to keep them engaged, they'll probably end up running the place someday.

If this brings to mind people from your organization, you're probably thinking about your high-potential employees. These are your next-generation leaders. But there's more to it than that.

HIGH-POTENTIAL AND HIGH-PERFORMANCE FIRE SERVICE MEMBERS

It's important to understand that high-performance members (aka HiPos) are more than just technically competent and great at their jobs. While high-performers are, by definition top producers, they also demonstrate the ability to build effective teams, help others develop professionally, and exercise leadership to accomplish the mission of the group, even when they don't necessarily have the formal authority of a supervisor or boss. In short, high-performers are willing to do what it takes to get the job done, and they have the ability to do it while bringing others along with them. HiPos produce results and elevate everyone involved.



While high-performance members are incredibly valuable to the success of any organization, they possess the ability to navigate the transition from individual all-star performer to effective team leader, organizational head and beyond. (Photo/Newton Fire)

High-performance members are often fantastic individual producers: They make significant contributions to their teams, and they usually have a lot to show for their efforts. A key difference is that high-performing members often focus on improving themselves, while high-potential members learn to focus on improving teams, systems and outcomes.

High-potential Employees: (Cont.)

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It's often difficult to view challenges and opportunities through the lens of the organization rather than through the lens of the individual, but high-potential members are effective in helping others recalibrate their paradigm when considering workplace improvements and changes.

HIGH POTENTIAL – FOR WHAT?

While high-performance members are incredibly valuable to the success of any organization, they possess the ability to navigate the transition from individual all-star performer to effective team leader, organizational head and beyond. They demonstrate a high potential for leadership, and the capacity to thrive in roles of increasing responsibility.

HiPos often exhibit attributes and characteristics that are hard to describe – the elusive X-Factor. They are usually driven to excellence, and often make sacrifices to reach their goals that others are unable or unwilling to make.

High potential members tend to be life-long learners and have the innate ability to translate what they learn into actionable, productive solutions to their organizations' most pressing problems. HiPos have the capacity to think strategically, and are often found addressing challenges a level or two above their pay grade, which can be a tricky, especially in career fields that have relied on seniority or time-in-grade to identify leaders in the past.

Emotional intelligence is a hallmark of high-potential employees, and successful HiPos manage the slippery slope of working beyond traditional role boundaries by paying close attention to their emotions and the emotions of others, especially how their words and actions influence workplace dynamics. This close attention helps high-potential members shape their message in such a way that even those who don't easily accept organizational change don't feel marginalized or left out if they're slow to embrace what's next.

RAISING THE BAR, LOWERING MORALE

It can be exciting to work in an organization in which great ideas transform into exciting programs and measurable outcomes, but progress often comes at a price.

High-potential members are at a high risk of disillusionment and burnout when they feel their contributions aren't appropriately rewarded or appreciated, and it's not uncommon for them to pull back from the organization or leave it entirely when they feel they've been overlooked. This is a common challenge when many high-performers compete for limited promotional opportunities.

One strategy to help high-potential members remain engaged is to adjust the organizational focus from a corporate ladder model to a corporate lattice. In many organizations, especially in emergency services, the pathway to success is straight up the promotional ladder. In many organizations, especially in emergency services, the pathway to success is straight up the promotional ladder.

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High-potential Employees: (Cont.)

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In a corporate lattice environment, senior leaders create meaningful opportunities for high-potential members to exercise leadership without becoming someone's boss right away. These leadership opportunities might look like special projects or particularly sticky challenges that have been waiting for just the right person to pick them up.

Matching stretch goals with high-potential members' gifts and talents is a great way for senior leaders to help HiPo members get back in the saddle after a missed promotional opportunity or some other organizational setback. A corporate lattice environment may provide the right structure and support to emerging leaders as they continue to develop and grow, with the additional benefit of helping to keep them meaningfully engaged as formal leadership opportunities evolve.

HELP YOUR HIPOS GROW

Whether your organization has a formal program to help identify and develop your high-potential members, or simply does its best to support your rising stars, recognizing your HiPos and helping them grow into their leadership potential is a crucial activity that requires careful attention.

I'm interested in your experience with high-potential members. Whether you are one, manage one or desperately need one, I'd love to hear from you at scottmetzler@newtonfireems.com.

ABOUT THE AUTHOR

Scott Metzler is the chief of the Newton (Kansas) Fire/EMS Department. A graduate of the National Fire Academy's Executive Fire Officer Program, Metzler is a dedicated student of leadership with a special interest in organizational development and adaptive leadership. A 29-year member of the Fire/EMS discipline, Metzler holds a master's degree in public administration and is credentialed by the Center for Public Safety Excellence as a Chief Fire Officer.

Defense Travel Management

Lights, Camera, Action!



Defense Travel Management Office YouTube Channel

<https://www.youtube.com/defensetravelmanagementoffice>

The Defense Travel Management Office is excited to announce that we are creating a new YouTube video series, called "Defense Travel Spotlight" to highlight each of our travel programs. The videos, designed with travelers in mind, feature interviews with program managers and subject matter experts that discuss their programs, benefits to the traveler, and provide tips and key points about each program.

The first Spotlight episode covering our new preferred dining rewards program, DoD Dine Smart, is now available on our Defense Travel Management Office YouTube channel. This winter, we plan to release episodes that cover the U.S. Government Rental Car and Government Travel Charge Card programs, followed by others this winter. Be sure to subscribe to our Defense Travel Management Office YouTube channel to receive a notification when we post new videos. Stay tuned!

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AFFF Replacement

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DoD Officials Discuss Fire-Fighting Foam Replacement, Remediation Efforts

By David Vergun, DoD News

Defense Department officials provided testimony regarding research efforts for replacing PFAS, which is used in aqueous film forming foam, or AFFF, and is very effective in extinguishing aircraft fuel fires. They also discussed cleanup efforts in areas contaminated by PFAS.

Maureen Sullivan, deputy assistant secretary of defense for environment; and Herbert Nelson, director of the Strategic Environmental Research and Development Program and Environmental Security Technology Certification Program, testified at the House Armed Services Committee's Readiness Subcommittee hearing.

PFAS refers to the entire class of per- and polyfluorinated alkyl substances, of which perfluorooctane sulfonate, or PFOS, and perfluorooctanoic acid, or PFOA, are the most well-studied substances. These substances are also present in many industrial and consumer products because they increase a product's resistance to heat, stains, water and grease.



John Farley, director of fire test operations at the Naval Research Laboratory, reintroduces fire to a 28-square-foot container that was just sprayed with a fluorine-free foam to put out a gasoline fire. This portion of the test, referred to as a "burnback," is designed to see if the foam will remain stable over the surface of the water and keep flames from reigniting. The test took place at the NRL, Oct. 25, 2019.

Photo by David Vergun, DoD

On May 19, 2016, the Environmental

Protection Agency issued the Safe Drinking Water Act lifetime health advisories and recommended actions for drinking water systems with individual or combined levels of PFOS and PFOA greater than 70 parts per trillion.

Sullivan said DoD is leading the way to address these substances. Over the last four years, the department has committed substantial resources and has taken action to respond to concerns with PFAS.

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In July 2019, the PFAS Task Force was created to ensure a "coordinated, aggressive, holistic approach on department-wide efforts to proactively address PFAS," she said.

AFFF Replacement (Cont.)

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Photo by Cynthia McIntyre, Fort Hunter Liggett PAO

The federal cleanup law, known as the Comprehensive Environmental Response, Compensation and Liability Act of 1980, provides a consistent approach across the nation for cleanup, which DoD adheres to, Sullivan said.

The department prioritizes sites for action using CERCLA risk-based processes to address sites that pose a greater potential risk to human health and the environment, she testified. These sites are in various stages of investigation, assessment and cleanup.

There are currently about 200 airports throughout the department, which mostly use AFFF, Sullivan said, noting that some of those airports are operated jointly with commercial aviation. The department is partnering with the Federal Aviation Administration to ensure these airports maintain the current level of protection for passengers, crews and equipment.

"DoD's priority is to quickly address PFOS and PFOA in drinking water above the EPA's lifetime health advisory, where DoD is the known source," she said.



Naval Research Lab Chemical Engineer Katherine Hinnant prepares to test an experimental aqueous film-forming foam at the NRL in Washington, Sept. 23, 2019. NRL scientists are conducting research to support the Defense Department's effort to replace firefighting foams containing fluorine.

Photo by: Navy Petty Officer 3rd Class Manuel Najera

To prevent further releases into the environment, DoD limits the use of AFFF to responses to emergency events and it is no longer used for land-based testing and training, she said. Furthermore, the department treats each release of AFFF as a chemical spill response.

Current AFFF used by the department contains PFAS, but not above 800 parts per billion, she said.

Unfortunately, none of the commercially available PFAS-free foams meets DoD's strict safety standards for putting out fires quickly, she said, adding that besides putting out aircraft fires quickly, foams with PFAS are particularly effective at putting out large industrial or structural fires and overturned vehicles that are on fire.

Nelson said DoD is conducting research into developing PFAS-free foams that meet DoD's safety requirements, as well as evaluating any new commercial foams. He noted that the research is a collaborative effort that includes DoD's own laboratories, other federal agencies, industry and academia.

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AFFF Replacement (Cont.)

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Photo by Senior Airman Elijah Tiggs,
Grand Forks AFB

SERDP initiated research shortly after the EPA released its 2009 provisional health advisories for PFOS and PFOA, he said.



Figure 1 Naval Research Lab Chemical Engineer Gopal Ananth and Research Chemist Spencer Giles test an experimental aqueous film-forming foam at the NRL in Washington, Sept. 23, 2019. NRL scientists are conducting research to support the Defense Department's efforts to replace firefighting foams containing fluorine.

Photo by: Navy Petty Officer 3rd Class Manuel Najera

That research can be categorized into four parts, he said:

- Sampling and analysis;
- Understanding how PFAS moves and breaks down in the environment in order to predict what sites may be more likely to be of concern;
- Understanding how PFAS affects wildlife such as fish and birds; and
- Remediating PFAS impacted sites.

Regarding AFFF, there is also a four-pronged research effort, he said:

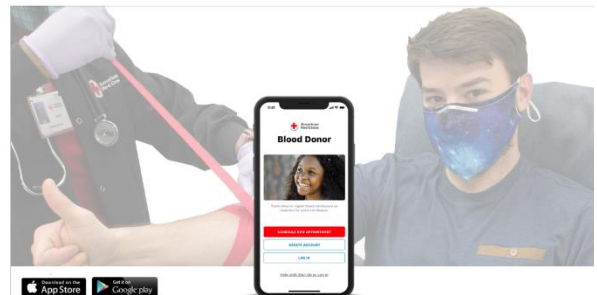
- Developing effective PFAS-free foams;
- Demonstrating the performance of commercially available and developed foams in large-scale testing;
- Studying the ecotoxicology of any replacement compounds; and
- Looking for strategies for cleaning out firefighting hardware contaminated by AFFF.

American Red Cross

Red Cross



The American Red Cross has an ongoing critical need for blood and platelet donations amidst coronavirus uncertainties. You can make an appointment to give blood or platelets at RedCrossBlood.org.



The Blood Donor app puts the power to save lives in the palm of your hand

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SUBASE KBFD Hosts Training

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SUBASE Kings Bay Fire Department Hosts Tactical Training Course

By: Firefighter/Paramedic Stuart Sullivan

As the ever changing missions of the fire service continue to evolve, we must sustain our capability to respond to all-hazards. To address the latest threat, the Kings Bay Fire and Emergency Services Department (KBFD) recently hosted a Tactical Emergency Casualty Care (TECC) course to help prepare its members to contend with an incident that would involve casualty care in an hostile environment. Around the United States and the world, there have been numerous incidents involving mass shootings. In some cases, an active shooter was still on scene when the law enforcement and fire/rescue agencies arrived. With the upcoming additions to NFPA 3000 as well as the DoD Active Shooter Hostile Environment (AHSE) initiative, the KBFD sent three of its members to a TECC train-the-trainer course in Atlanta, Georgia. Assistant Chief James Todd, and Paramedics Nick Khan and Craig Wright attended as Instructor's.



The KBFD initially planned to begin the training in April 2020. However due to restrictions related to the COVID pandemic, the course was delayed until October 2020. The TECC training provided responders with training in numerous different scenarios and situations. Some of the major highlights of the TECC course was understanding the theory of casualty care in a hostile environment, rapid triage, traumatic wound treatment, and patient evacuation. The Navy Security Force-Kings Bay (NSF-KB) attended and provided invaluable insight on police tactics.

The joint training was highly beneficial to both the KBFD and NSF-KB, each agency gained knowledge and understanding of what each agency is responsible for in an ASHE event. The participants in the course were teamed together and were tasked with neutralizing the threat, managing casualties, and to save as many lives as possible. The Navy Police had representation from their command staff to help provide information on policies and procedures that can be expected during response to a hostile situation.

SUBASE KBFD Hosts Training (Cont.)

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OPM - Open Season



As NSF-KB cleared the way, KBFD personnel made contact with simulated gunshot victims in need of critical care.

Kings Bay is a certified National Association of Emergency Medical Technicians Training Center. We currently have three certified TECC instructors on staff. Our goal is to have all of its personnel trained in TECC within the next six months. "ASHE response is a relatively new concept of operations within the fire service. Initially I wasn't convinced that being involved in what is considered a police emergency was the right thing for the KBFD to do. However, by having an effective plan in place and an accredited training system to develop a highly trained TECC team members, I have conceded." said Fire Chief Freddie Thompson Jr. "Keeping our firefighters, law enforcement, and the community safe during an ASHE event is the goal."

OPM Announces the Start of Open Season for Federal Employees

<https://www.opm.gov/news/releases/2020/11/opm-announces-the-start-of-open-season-for-federal-employees/>

WASHINGTON, DC – This week, the U.S. Office of Personnel Management (OPM) began this year's Federal Benefits Open Season, allowing enrollees to select their health, dental, vision, or flexible spending account benefits for the year 2021.

Beginning Monday, November 9, eligible Federal employees and retirees can elect to stay with their current plan or select a new one. Open Season ends Monday, December 14.

Enrollees can use OPM's Plan Comparison Tool to compare the cost of different plans' monthly premiums, deductibles, and annual out-of-pocket maximums. These tools make it easy for customers to learn their coverage options and make an informed decision for the coming year.

Visit www.opm.gov/openseason for a complete listing of plan information, rates, and Open Season resources.

FAST FACTS

Established in 1960, the FEHB Program is the largest employer-sponsored health benefits program in the United States.

The FEHB Program provides healthcare benefits for about 8.2 million employees, retirees, and family members.

The FEHB Program features 276 health plan choices for 2021.

There are 6 new FEHB plan options this year.

The FEDVIP program features 23 dental plan options and 10 vision plan options. That's up from 15 and 8 options, respectively, in 2020.

QUOTE

"OPM works diligently all year to help enrollees successfully navigate the Federal Benefits Open Season. This year, Federal employees can choose from a variety of health, dental and vision plans to find the coverage options that best fit their needs." – Acting Director Michael J. Rigas

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Electrical Vehicle Fires

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NTSB: U.S. fire service not prepared to fight electric vehicle fires

By Robert Rielage, Speaking of Fire

While driving to our fire headquarters recently, I was surprised to hear an early morning news item about a National Transportation Safety Board (NTSB) report related to the fire service. The NTSB had released the results of a survey that found that 31% of fire departments in the United States don't train on how to fight a fire in an electric vehicle (EV), and 50% indicated their department had no "special procedures" (i.e., standard operating guidelines) regarding EV fires.

Having written several articles on EV fires, starting with a fatal crash and fire in Indianapolis a few years ago ("[Tesla on fire: How to extinguish an electric car fire](#)") and even more articles on [lithium batteries](#) and [energy storage systems](#) (ESS), both residential and commercial, I almost had to pull over and try to remember all I had just heard. (Note: Many of these articles are captured in this [EV resource roundup](#).)

When I later found the original source, it confirmed the staggering statistics. Specifically, of the 32 fire departments surveyed, 10 reported no training on EV fires, and 16 had no guidelines related to such incidents.

Many still associate EV fires with luxury vehicles, but the reality is there are many models of EVs on the road today – and the statistics back up this point. (Photo/FEMA)

While 32 fire departments certainly makes for a small sample, the results are significant enough to raise an alarm. So, what should we do to prepare?

FIND TRAINING OPPORTUNITIES

For the better part of a decade, the [NFPA has been offering online courses regarding all types of alternative-fuel vehicles](#) – not just for fires, but also for the proper approach on extrication of victims, such as where to cut and where not to cut to avoid an electric shock to the rescuers or passengers. These courses can be done individually, as a company crew exercise or as a classroom presentation.

MAKE INDUSTRY CONTACTS

Next, look to the industries in your area, or those that service your area, that might be switching to alternative-fuel or electric vehicles. For example, my jurisdiction includes likely the largest trash and recycling company in Ohio.



Many still associate EV fires with luxury vehicles, but the reality is there are many models of EVs on the road today – and the statistics back up this point. (Photo/FEMA)

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Electrical Vehicle Fires (Cont.)

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Consumer Alert: [Important Chevrolet Bolt Recall for Fire Risk](#)



Owners of select 2017-2019 Chevrolet Bolt vehicles should park their car outside and away from homes until it's repaired.

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They are now using compressed natural gas (CNG) for their fleet because it is cleaner and more efficient than diesel. Further, it is reclaimed from their own landfill that generates enough natural gas to use in their vehicles and to sell the excess to the local energy company for distribution throughout the region.

Our fire department's partnership with the company's safety department gave us the opportunity to send crews to the facility to tour the natural gas distribution facilities. Company representatives held an outdoor class where they explained to our members the layout of their trucks, the protection provided for the CNG tanks, including the emergency shut-offs, and how these trucks would react with a fire in the truck's trash hopper.

LEARN FROM MORE EXPERIENCED DEPARTMENTS

Next, look to departments that have more experience working on EV or alternative-fuel fires. Following are some of the best practices I pulled together from fire department sites reports of working these types of incidents.

[Download and print copies of these best practices to keep with your car fire and extrication equipment.](#)

- **Wear full PPE and SCBA on all vehicle fires.** Vehicles are built from many materials including steel, aluminum and composite resins. But they also contain plastics and synthetics that can off-gas cyanide and carcinogens as well as sulfuric acid, carbon nickel, copper, lithium or cobalt.
- **Watch for unexpected hazards.** Vehicle fires can also take an unexpected turn of events, whether a tire that explodes and destabilizes the vehicle, a ruptured fuel tank or the ignition of some exotic contents kept in the trunk. That's why PPE and SCBA are always essential for firefighter safety.
- **Identify the type of vehicle involved – standard vehicle, EV, HEV, HF, etc.** While carefully approaching the vehicle, firefighters need to identify whether it uses an alternative fuel or an electrified battery pack. Most manufacturers place an emblem on the trunk and sides that indicates if it is powered by fuel other than gasoline; however, finding the emblem in the dark can be difficult.
- **Use a thermal imaging camera to help with the 360 size-up.** The recommendation is to use a TIC, if available, to scan any electric vehicle to see if the battery is overheating or burning.
- **Establish an appropriate incident command structure.** Have an incident commander, safety officer and accountability officer at minimum, with a 360-degree view of the scene to observe any critical changes in conditions.
- **Establish tactical priorities (fire, extrication, victim care).** Once identified, firefighters must size-up the emergency and establish priorities (rescue, extinguishment, extrication, patient care), immobilize the vehicle from any sudden movement, and start handling the emergency according to the listed priorities.
- **Stabilize the vehicle.** Safely stabilize the vehicle in the same manner as you would for an extrication (i.e., chocks, cribbing).
- **Power down, if possible.** Electric and hybrid vehicles can generate an electric shock that in some cases can unleash 600 or more volts to an unsuspecting firefighter.

Electrical Vehicle Fires (Cont.)

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[Download Now!](#)

- **Secure a large, continuous and sustainable water supply.** This is ideally one or more fire hydrants or multiple water tenders.
- **Use a large volume of water.** Use a master stream, 2½-inch or multiple 1¾-inch fire lines to suppress and cool the fire and the battery.
- **Consider that this could be a combined fire, extrication and hazmat incident.** During incidents such as the one in Indianapolis, when EVs involve a motor vehicle crash, the priorities can include not only the fire, but also victim extrications, and depending whether the EV batteries have fractured, there can be a considerable amount of hazardous material from the battery fragments and lithium ion cells that are strewn about the scene.
- **Have sufficient fire personnel and apparatus on scene for an extended operation.** Crews will be used to monitor the battery's heat or possible re-ignition.
- **Share information during transfer.** When turning the vehicle over to a wrecker or towing company, brief their personnel on the hazards. If possible, follow the wrecker to the storage area, and place the battery-powered vehicle in a space away from other vehicles, buildings or combustibles

A GROWING PROBLEM

Many still associate EV fires with luxury vehicles, but the reality is there are many models of EVs on the road today – and the statistics back up this point.

In 2018, the NFPA reported over 212,500 vehicle fires in the United States, plus 560 civilian deaths and \$1.9 billion in property loss. They also warned that with the switch to EVs and vehicles using alternative fuels, more and more will not be gasoline or diesel-powered vehicles.

Further, the NHTSA recently launched an investigation over complaints alleging fires in the Chevrolet Bolt EV. According to the complaints filed, the affected vehicles appeared to have fire damage concentrated in the EV battery compartment with penetration into the passenger area from under the rear seat. In one instance, an individual reported they received both burn and smoke inhalation from one of these fires.

A 2 a.m. dispatch for an auto accident with entrapment with a vehicle on fire is not the time to determine that the vehicle is electric and your standard approach to both the fire and the extrication won't work. This creates a significant safety risk to the victims and our firefighters.

The time to prepare is now, the training is available. There should be no excuse.

Stay safe!

About the author

Chief Robert R. Rielage, CFO, EFO, FIFireE, is the former Ohio fire marshal and has been a chief officer in several departments for more than 30 years. A graduate of the Kennedy School's Program for Senior Executives in State and Local Government at Harvard University, Rielage holds a master's degree in public administration from Norwich University and is a past-president of the Institution of Fire Engineers – USA Branch. He has served as a subject-matter expert, program coordinator and evaluator, and representative working with national-level organizations, such as FEMA, the USFA and the National Fire Academy. Rielage served as a committee member for NFPA 1250 and NFPA 1201. In 2019, he received the Ohio Fire Service Distinguished Service Award. Rielage is currently working on two books – "On Fire Service Leadership" and "A Practical Guide for Families Dealing with a Fire or Police LODD." Connect with Rielage via email.

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Cold Weather Calls

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How to manage cold-weather calls

By Jon Dorman

Now that you're in the winter weather frame of mind, it is time to consider policies, procedures and training.

Simple points that can help increase safety and efficiency during the winter months may be easily overlooked, until an incident occurs. Fortunately, there are several measures that can be implemented by both fire departments and individual personnel that might make this winter a little more pleasant.

Departments need to prepare both apparatus and personnel. Some things that should be considered:

- A review of the rehab policy with personnel, especially company officers and command officers, to reinforce the importance of early rehab in avoiding cold related injuries for on-scene personnel.
- A review of the response guidelines with an emphasis on changing road conditions for all personnel.
- Issuing snow melt or rock salt to stations to keep sidewalks, parking lots and aprons clear.
- Encouraging the public to keep their address numbers visible and hydrants accessible.

While the big picture maintenance is usually the responsibility of the shop, apparatus operators and crews can do several things to help ensure the rig is ready for winter. Consider some of these items:

- Put some snow melt or rock salt in a five-gallon bucket on the rig to use just in case you find yourself in an icy parking lot.
- Make sure you have some type of shovel available to make a path in heavy snow.
- Test the cab heater and defrosters before the cold really sets in and send the rig in for repair if they are not working.
- Be sure automatic tire chains are operating correctly.
- If the rig has chains that must be manually installed when needed, inspect them, repair any damaged links, and practice putting them on before the snow falls.

On a more individual level, there are several things you can do to make those cold days and nights more bearable:

- Pack a small bag to leave on the apparatus with a pair of winter gloves, a warm hat, and dry T-shirt. You may want to consider adding a warm pair of socks or hand and foot warmers.
- Be sure you have at least an extra hood and pair of firefighting gloves with you.
- When possible, wear layers of approved clothing.
- Consider packing a warm beverage in an insulated container.

Jon Dorman is a content developer with Lexipol. He has more than 25 years in the fire service in both combination and career departments, retiring as the assistant chief of operations and deputy emergency manager. Dorman also has 10 years of experience teaching in the Fire Science and Emergency Management program at Purdue University Global (formerly Kaplan University) where he has redesigned multiple semester-long college courses to meet the needs of the modern fire service and adult learners. He has a bachelor's degree in fire protection science from SUNY Empire State College, a master's degree in employment law from Nova Southeastern University, and a master's degree in homeland security and emergency management from Kaplan University. Dorman can be reached at jdorman@lexipol.com.

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SA Matters!

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Team Situational Awareness

By Rich Gasaway, PhD



This is going to be an uncomfortable conversation as we talk about assessing your team to identify your weak links – the members who are not adequately trained, prepared or fit to perform the duties of a firefighter. During my SA programs, we talk about the need to complete a situational awareness “size-up” of the crew.

Team Size-up

Arguably, it is easier to size-up your crew when you are a full-time department with pre-established, on-duty staffing. Under this model, the size-up can, quite literally, happen at the start of the shift. And it should. Not only should you size-up the abilities and inabilities of crew members, but you should also size-up whether they are on their “A” game that day.

Realistically, coworkers are going to, on occasion, bring personal problems to work. As much as we would wish for that not to happen, it is unrealistic. The brain simply cannot “turn off” personal issues when at work. There will be occasions when someone is operating less than 100%. Be that a home issue or, perhaps, an illness or injury. Whatever the cause, it’s important to know when a team member is less than 100%.



Some team members are never 100%. These members are your known B, C or D level players. You know you have them. Living in denial won’t make their deficiencies go away. Maybe they’re inexperienced. Maybe they’re undertrained. Perhaps they are not physically fit or their attitude/mindset is not in the right place for peak performance. Whatever the reason, they are an underperformer. Knowing this could help ensure you don’t depend on them to perform A-level work and... it could save your life.

Testing Your Weak Link

Weak links fail. We know that. It’s predictable. To somehow believe that in the moment of stress a weak link is going to step up and achieve superstar performance is delusional. If it does happen, it will only be by luck. You know that. When you are dealt bad cards, don’t go all in. The stakes are too high.

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SA Matters! (Cont.)

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Rich Gasaway, PhD.

Regardless of your commitment and dedication, a weak link will drag you down and adversely impact the performance of the crew. The work you do is fraught with risk and consequence. Add a weak link and the likelihood of a bad outcome will increase.



Training is a good place to test the strength of team members. Better to identify opportunities for improvement under controlled conditions rather than unpredictable, rapidly changing fireground conditions. Ironically, as many of us have observed, weak links find a way to skirt training requirements or to perform minimally during drills because they know their deficiencies will be obvious.

Watch out for the member who stands in the back during practice so as not to be picked to perform a skill. That is an indicator of the weak link. Watch out for the person who misses practice sessions where skill performance will be tested. That is also an indicator of a weak link.

But What About the Customer?

I can hear it now. The customer deserves our best in their greatest moment of need. I agree, they do. But our “best” can be hindered by the weak link. If you have to drag a ball and chain along with you while attempting a rescue, the potential for a successful rescue will be adversely impacted. Your safety can also be adversely impacted if something goes wrong while operating in a high consequence environment. I am not trying to be mean-spirited. Rather, I am trying to help us all acknowledge the reality of the team environment.

Dr. Gasaway’s Advice

Test the abilities of teams during practice sessions. If they are weak, work with them to strengthen their deficiencies. Yes, this will take time and effort. Chances are, your weak links have been ignored and allowed to skate by without accountability for a very long time.

If your weak link lacks physical stamina, it can present additional challenges for you depending on the physical fitness standards of your department. Chances are if they are not fit, there is no standard or the standard has been poorly enforced. Lacking a standard, there may be little you can do to bring accountability to this concern. Engaging department leadership in a discussion about the need for physical standards would be a good place to start.

Baseline physical exams and on-going physical exams ensure a firefighter has the physical abilities to perform the job duties. Department standards for fitness

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SA Matters! (Cont.)

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and annual evaluations to ensure core competencies can provide assurance that, at a minimum, the firefighter is capable of performing basic skills within established parameters.

Consider having a discussion among the supervisors and command-level officers that (informally) ranks the line personnel on an A-D scale. This is not done for the purpose of formal performance evaluations. Rather, it is done to identify where opportunities lie to develop member abilities. This is especially true for members who are ranked as D-level players by the majority of the supervisors engaged in the discussion.

Avoid telling a member they have been identified as a D-level member. There is nothing to be gained by this. Rather, focus on developing the skills of all the members of the team, while ensuring the D-level member gets an opportunity to develop alongside his or her peers.

Think baby steps. Don't try to get a D-level member to A-level performance in 30 days. That's unrealistic. Rather, try to get the D-level member to a C-level performance over a period of time (e.g., 6 months). This is more achievable and will likely be less frustrating for the supervisors.

If your weak link has significant personal issues that are impacting job performance, this will likely require the assistance of a professional such as an employee assistance program or a counselor. Do not attempt to counsel weak links with personal issues unless you are a trained counselor. Offer to assist the weak link in locating the help they need.

Remember, the goal is to use situational awareness to perform crew assessments prior to engagement in high-risk activities. Identify your weak links and develop a plan for remediation.

Before closing, I want to acknowledge the weak link can be at the supervisor or command level as well. For the sake of keeping this article to a manageable length, I'll have to address that component in another article.

Action Items

- Share an example of a time when a weak link put the safety of your team at risk. (As tempting as it may be, during this discussion, avoid identifying the weak-links by name.)
- Conduct a situational awareness assessment of the members under your command to determine if you have weak links. Informally rank members on an A-D scale.
- Create a plan to help strengthen the performance of weak links... and all members of your team, for that matter.

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Retirement Tips

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GOVEXEC.COM



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New TSP Recordkeeper Will Ease Management of Retirement Savings, and More

By Erich Wagner

Officials at the federal government's 401(k)-style retirement savings program announced on Monday that the Thrift Savings Plan has awarded a new recordkeeping services contract to Accenture Federal Services, which will provide participants with a number of new account management features in the coming years.

TSP Participant Services Director Tee Ramos announced the contract at Monday's monthly meeting of the Federal Retirement Thrift Investment Board, which administers the retirement program. Following an 18-month transition period to the new vendor, Ramos said participants can expect to see a variety of new features that will make managing their accounts easier.

"On Friday, Nov. 13, [TSP Executive Director] Ravi [Deo] signed the contract with Accenture Federal, and they will provide a modernized experience while maintaining and increasing the high level of service that TSP customers have grown to expect." Ramos said; "New features will include a mutual fund window, e-signature capabilities and a mobile app, which is set to be available in mid-2022."

A mobile app was specifically cited by most younger participants as their most-wanted new feature from the TSP as part of a recent survey of participants, in addition to a statement that compiles the status of one's Social Security, defined benefit annuity and TSP balance all at once.

The TSP also published finalized regulations in the Federal Register on Monday to allow the program to simplify catch-up contributions for older participants, a change that will be implemented on Jan. 1.

Currently, federal workers age 50 and older may exceed the annual cap in contributions as part of a larger effort to help older workers in both the public and private sector get ready for retirement. In 2021, catch-up contributions are capped at \$6,500.

Currently, in order to make catch-up contributions, participants must elect to make an additional allotment from their paychecks separate from their typical contributions. TSP officials have said the complexity of this system has led to some participants over-contributing to their traditional allotment and under-contributing to catch-up contributions.

Under the new system, participants' traditional and catch-up contributions are covered by the same allotment. When eligible participants hit their annual cap on normal contributions, the TSP will automatically begin funneling the rest of their contributions into the catch-up contribution bucket.

CFC

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Combined Federal Campaign

<https://www.opm.gov/combined-federal-campaign/>



Welcome to the official source for information about the Combined Federal Campaign (CFC)

The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all.

Cool Pics

Cool Pics

By Captain James Crawshaw, NAS Fallon



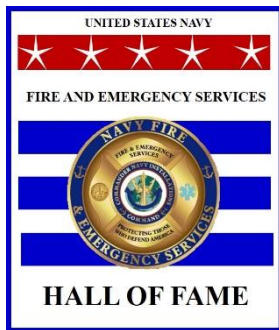
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Search for 0081-series